

TITLE OF DISSERTATION

Interrogating the Effectiveness of Negotiation as a tool to achieving Procurement

Objectives: A Study of the Federal Airport Authority of Nigeria (FAAN).



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Research dissertation presented in partial fulfilment of the requirements
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Interrogating the Effectiveness of Negotiations as a tool to achieving Procurement Objectives: A Study of the Federal Airport Authority of Nigeria (FAAN).: **MSc in International Procurement & Supply chain Management** is the result of my own work and that where reference is made to the work of others, due, acknowledgment is given.

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DEDICATION

I earnestly Dedicate my work to God Almighty for this opportunity and grace all through this phase of my life.

Also, I would like to Appreciate my Loving **Husband Robert A. Okohue** for his Sponsorship, Emotional and Moral support all through this study. Thank you my **loving Husband** and **lovely kids (Robert Okohue and Pamela Okohue)** who I left in Nigeria to progress my career and it was definitely worth it in the End, whenever I was distraught you all always put a smile on my face with video calls. I love you all.

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ABSTRACT

Negotiation means conferring with another to agree on issues. In Procurement, Negotiation refers to the process of reaching an agreement between the buyer and seller which involves a binding contract. It can be seen as the act of discussion or engagement with another person to reach a compromise over a given issue. Negotiation in procurement helps the buyer and sellers of goods and service to arrive at a compromise through which a binding agreement is established. When negotiation strategies are properly implemented in a Public Entity, it provides the best way to value goods and services while working with the consent of the public to create a cost-friendly government. This Study interrogated the role of Negotiation in Public Procurement with a focus on Federal Airport Authority of Nigeria (FAAN), with the Objective to; examine the variables that influenced negotiating procedures and the performance of effective procurement, investigate the degree of applicability of negotiation in the public procurement procedure, and determine the key negotiation requirement for procurement function in a public enterprise. The study is guided by pragmatic philosophical orientation; it adopted the mix survey method in data collection and analysis, thus, qualitative and quantitative data were collected through structured and semi-structure interview. The study found that, the Procurement policy of FAAN is a major guide to negotiation, and political consideration is a determinant of negotiation, there is a significant relationship between Negotiation and Procurement, that emotion does not determine Effective Negotiation rather discipline, iron guts, good knowledge of the product and Procurement policy of the Organization is a basic technique for effective negotiation. The following recommendations were made; the management of FAAN through the Ministry of transport should ensure that knowledge and antecedence of effective negotiation skill are major considerations in recruitment into the procurement department of FAAN. Negotiation process should precede all procurements in Public enterprise like FAAN. The government and policy makers should enact enabling laws that will make negotiation compulsory practice in procurement. There should be periodic training on negotiation for the staff of the procurement department. This will enable the staff to develop the skill, and iron guts required for effective negotiation which will lead to efficient procurement.

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LIST OF ABBREVIATIONS		
ACPO	-	Assistant Chief Procurement Officer
V/C	-	Vendor/Contractor
POS	-	Procurement Officer Subsidiary
POF1	-	Procurement Personnel FAAN-
POF2	-	Procurement Officer FAAN 2

1. INTRODUCTION

The contemporary business environment demands that the business concern develops a competitive advantage to enable remain in business and make a profit since profit maximization is the sole aim of private enterprising. To develop a competitive advantage, procurement is fundamental while negotiation ensures that procurement is done in the interest of the organization's concern. Thus, the fundamental question engaging the mind of scholars and business managers is how to effectively manage the procurement practices of organizations in a globalizing world? Negotiation stages of the contract remain one of the most difficult and challenging but also active limiting factors between suppliers and purchasers of goods and services. This prompted the need for a research design that will help to examine or interrogate the complex nature of reality. There is a dearth of research on the effectiveness or role of negotiation on the outcome of procurement activities which also takes into cognizance the prevailing environment. This research, therefore, seeks to bridge this gap by establishing the effect of negotiating attributes such as culture, interpersonal skills, strategy and conflict avoidance plays major role in ensuring effective procurement in an organization as it interrogates the effectiveness of negotiation as a tool to achieving procurement objectives with a focus on the Federal Aviation Authority of Nigeria (FAAN).

Federal Airport Authority of Nigeria is one of the public enterprises in Nigeria; it is charged with the responsibility of regulating the activities at the Airport, maintenance of the airport and regulating the conduct of airliners and private planes.

The law establishing FAAN, which was enacted by CAP F5 'Laws of the Federal Republic of Nigeria 2004, gives the organization's goal as stated in its Vision and Mission statements thus:

To be amongst the best airport groups in the world, develop and profitably manage customer-centric airport facilities for safe, secured and efficient carriage of passengers and goods at world-class standards of quality.

To achieve the above-stated goals, procurement is required and there is a need for constant negotiation to ensure effective procurement this prompted this study to "interrogate the effectiveness of negotiation in procurement practices in the Federal Airport Authority of Nigeria (FAAN)".

1.1 Research Purpose

The purpose of this research is to interrogate the role negotiation on procurement in the public service. Negotiation can be seen as the act of discussion or engagement with another person to reach a compromise over a given issue. Negotiation in procurement helps the buyer and sellers of a commodity to arrive at a compromise through which a binding agreement is established.

When negotiation strategies are properly implemented in a public entity, it provides the best way to value goods and services while working with the consent of the public to create a cost-friendly government. When negotiation is competitive, it creates room for flexibility than the conventional method of ordering which allows a group to award contracts and businesses by considering other factors in addition to the price. It is important that public procurement officers understand the values of negotiation in the process of procurement and also learn the strategies and attributes that are relevant to effective negotiation. In all governmental agencies at every level of government, the practice of negotiation is a well-established mechanism for procurement. However, most public enterprise in Nigeria seldom engages in proper negotiation in the process of procurement. This led to purchasing at a high price or buying the wrong things from the suppliers or contractors. As result, this study seeks to interrogate the role of negotiation in procurement in the public sector; it will examine the interface between negotiation and procurement and interrogate the factors that contribute to effective negotiation in procurement.

Scholars and practitioners in procurement have presented the disparity in terms of the previous circumstances that surround the process of establishing a contract and the influence of such process on procurement activities. Base on this, the problem of this study stems from two spectrums; the theoretical and the analytical parts, the theoretical aspect will examine the efforts made by previous writers on establishing the interface between negotiation and procurement procedure. This will avail the study of the state of knowledge about the subject matter and the existing gap in knowledge. The second aspect is the analytical aspect where a rigorous analysis of the role of negotiation as a tool for effective procurement, will involve both qualitative and quantitative analysis with a focus on the subject area.

The study will provide a rigorous analysis of both the empirical and theoretical elements giving room for a detailed explanation of the procedure of negotiation that will lead to effective procurement. The derivations from the analysis will inform the recommendation of the best practices and effective use of negotiation in procurement. The finding of the study will benefit the academic community as well as procurement professionals.

1.2 Significance of the Study

The success of every procurement process is traceable to the negotiating skill of the procurement personnel. Negotiating in business is critical to success. Inefficient or ineffective negotiation can destroy a business just like losing customers. It takes strong will, Knowledge, and discipline to negotiate effectively.

Negotiation provides the opportunity for parties to a contract to achieve their individual goals in the context of relating to the other party. This study will interrogate the effectiveness of negotiation in public procurement. The motivation for this study stems from the fact that most public procurement process pays little attention to negotiation leading to discontent in procurement; the finding of the study will be relevant to procurement officers and policymakers in the public sector. It will also serve as source material for students and researchers.

1.3 Research Aim and Objectives

The aim of this study is to examine the effect of negotiation as a tool for procurement. The study will be framed using the existent theoretical framework put together by Saorín-Iborra and Cubillo (2019) where negotiation is seen as multiple frameworks comprising different components such as 1) pure competitive behavior 2) competition 3) soft competition 4) compromise 5) collaboration 6) pure integrative behavior. it has the following specific objectives:

1. To examine the factors and variables that influenced negotiating procedures and the performance of effective procurement activities,
2. To investigate the degree of applicability of negotiation in the procurement procedure.

3. To determine the key negotiation requirement for procurement function in a public enterprise

Achieving the above objectives are the concern of this study as it interrogates the effectiveness of negotiation as a tool for achieving procurement objectives. The following research questions will guide the study in achieving the above-stated objectives:

What the factors and variables that influence negotiating procedures and the performance of effective procurement activities?

To what extent has negotiation been applied in procurement procedures and activities?

What is the key negotiation requirement for the procurement function in a public enterprise?

1.4 Research Hypothesis

Hypothesis 1

More 50% of the effective procurement in the public sector is perfected through negotiation

Hypothesis 2

There is a high application of negotiation in the public procurement procedure in Nigeria

Hypothesis 3

Negotiation for public procurement requires iron gut, homework, street smarts, and unblinking discipline

1.5 Organization of the Study

This research is structured in five chapters; chapter one is the introduction comprising; statement of the problem, research aim and objectives and research hypothesis. The chapter discusses background issues to the subject negotiation and procurement. Chapter two is the review of relevant literature to ascertain the development in knowledge about the subject under investigation. Chapter three explains the research methodology which explains the philosophy of the research, the nature of data, and the

method of data collection and analysis. Chapter four is the data presentation, analysis and discussion of findings. Chapter five is the conclusion and recommendation.

2 Literature Review

2.1 Overview

This chapter provides a review of relevant literature base on the research question. Starting with the variables that influenced negotiating procedures and the performance of effective procurement activities, applicability of negotiation in the procurement procedure, the key negotiation requirement for procurement function in a public enterprise, theoretical Framework, empirical review, Conceptual Clarification and conceptual framework.

2.2 Variables That Influenced Negotiating Procedures and The Performance of Effective Procurement Activities

Integrative behavior implies that the negotiating agent(s) adopts integrative tactics with little or no competitive behavior which is not appropriate. Collaboration suggests that most of the integrative strategies are used with a drive for competition, which may not also be appropriate. Some competition occurs when the strategies for integration involve the use of a higher frequency of competitive tactics in addition to some which are seen as inappropriate. Competition suggests the use of integrative tactics when a high sense of competition which includes some of which is seen as appropriate. Pure competitive attribute or behavior suggests that the negotiating agents do not use any integrative strategy but use many competitive actions both acceptable and those considered inappropriate. The result of the study conducted by Saorín and Cubillo (2019) shows that there are times where suppliers tend to use more of the competitive behaviors than the integrative behavior, but the level of its application by buyers are not clear.

Ramsay (2004) argues that:

It is appropriate for buyers to have a choice to use competitive behavior when negotiating with a supplier, where buyers are willing and able to release strategic and important information that will in effect boost the negotiating power of the supplier. But in recent time where the buyer-supplier relationship has increased and are cordial where the suppliers assume more and effective role

for purchasers in a given sector of the market through their selective attitude towards the buyers of their commodity.

in such situation, buyers may be pressured in releasing information to the suppliers. Similarly, Schiele, Calvi, Gibbert (2012) submit that:

Keeping track of the level satisfaction the suppliers by the buyers is very important to the buyers; this is so because the power to break the buyer-suppliers' relationship lies mostly with the suppliers and the supplier may choose to lower the strength of this relationship.

The study conducted by Vos et al in 2016 points to the effects of the buyer-supplier relationship on the satisfaction of the supplier which they identified to be positive and openness is included as an aspect of this behavioral relationship (Forker and Stannack; 2000). It can be argued, therefore, that suppliers favor a show of openness of the buyers in negotiation behavior, with a strong connection to the integrative attitude that prompt negotiators to open to opposition groups with the aim of improving the benefits of the two parties.

2.3 Applicability of Negotiation in the Procurement Procedure

Previous scholars have mostly followed a general pattern in the examination of procurement. Academic attention has been drawn to the importance of purchasing in supporting businesses and companies (Browning et al. 1983; Reck and Long 1988), Scholars draws a distinction between procurement and operational purchasing procedures (Carr and Smeltzer 1997; Ghauri 2003b). Van Weele (2005) opines high cost transactions and higher vertical integration as a result of high stake and financial commitment evidently involves a different form of purchasing.

Luo (1999) posits that *the negotiation approach of a strategically based purchasing and contracting procurement procedures will differ significantly, but this scholar could not state categorically the degree of the differentiation and where the differentiation occurs in the procurement process.*

An examination of the study conducted by Ghauri (2003b) and Saner (2003) on cooperative conditions, found that there is a cooperative divide between buyers and

seller when the need for quality and interdependence is seen to be positive and at the same time complimentary and the control and dependence is equal. Similarly, Cousins (2002) argues that the divided remain positive when trust perception is increased. Along this line, Campbell (1985) points to the typological circumference of a domesticated market. If the above feature is used for cooperative buying of goods and services, the product, the industry, firm and the individuals mix to produce a coherent and rational strategy that forms the basis for a painstaking study and investigation.

The survey of literature on competitive advantage as presented by (Porter 1980), showed that the relational view as propounded by Dyer and Singh (1998), in line with the relationship strategy to procurement by (Cousins 2002) became the analytical framework that is relevant for this study. In order to justify the relevance of this analytical or theoretical framework the opinion of Van Weele (2005) is worth noting he submits relationship approach to gain competitive advantage is significant to the act of procurement and supply chain administration especially in ever-increasing and global competitive business environment that in the international business environment that comprised of competition, this is because the approach helps management to build a lasting business association that benefits everyone involved.

2.4 The Key Negotiation Requirement for Procurement Function in a Public Enterprise

Chung and Kim (2003) in their study investigated the effect of business relationship and partnership between manufacturer and suppliers on the performance of new products, their findings show that when a supplier gets highly involved in business transaction, there is tendency for positive influence on creativity and monetary return on investment.

From the angle of the seller, Leuthesser (1997) argues that relational conducts such as initiating business and dissemination of information have a tremendous impact on the share of the business. This argument is both empirical and subjective if the benefit to the business is analyzed from its activities in the market, but the position of Leuthesser (1997) also supports the call for marketing affiliation.

Van den Bulte and Matthyssens (1994) lent their support on the existing literature and finding because they saw a wave of movement from toward cooperative model in procurement away from the former harsh model. Furthermore, they opine that the

interdependence between buyers and suppliers is central improve an organization's baseline in a Buyer to Buyer business environment this position was in tandem with the views of Parkers and Carlisle (1989).

Writing from a collaborative long-term relational perspective, Janda and Seshadri (2001), Lamming (1993), Lewicki et al. (1994) indicates that procurement activities using cooperative negotiation have the tendencies of boosting the effectiveness and efficiencies of the business concern. They argue further, that commitment and strategic relationship tends to promote a win-win situation. But when one argues from the game's theoretical position, it shows that a cooperative negotiation strategy where the objectives of the parties involved are weighty, there tends to be a more satisfying relational outcome.

The findings from the study conducted by Gugler et al. (2003) shows a positive financial effect of merger, however, the increased number of failures recorded by Merger and Acquisition made alliances the preferable method for integrative purchasing and supply chain management other scholars like Bernhut (2004); Browning et al. (1983); Reck and Long (1988) and Van Weele (2005) also supports this position.

If the definition of market relations is to be localized, it can then be argued that the strength of an effective competitive advantage lies with the nature and character of relationship patterns between the buyers and suppliers which is often created through negotiation.

Tactics as a process in procurement have been studied by scholars and researchers; the concern of this study is negotiation tactics seen as the mechanism needed to achieve a zero-sum business situation where one side wins what the other loses (Perdue 1992). In the view of Perdue (1992), this is a veritable tool for effective deals, Gitomer (2007) is of the view that understanding the science of negotiation strategy is pivotal to every business to ensure one compromise unnecessarily thereby giving the other party too much advantage. This did not appeal to Demers (2002) who sees negotiation as a vague word useful for manipulations and deceit, also sees negotiation as the trained professional conduct that focuses on planning and good time management (Demers 2002; Lax and Sebenius 2002).

The concern of this study is drawn to the deceptive tactics attributed to the act of negotiation by Demers (2002); this is because deceptive and aggressive tactics will not apply to a cooperative business environment, due to mutual agreement of the parties involved. In contrast, studies such as Lax and Sebenius 1986, Harwood 2002, shows that despite the desires to establish a long time business relationship between the negotiating parties, there are tendencies the anomaly of a deceptive strategy to creep in, but these studies could not establish the degree of these anomalous tendencies.

Hendon et al. (2003) examine how negotiation tactics are used in different countries, using a cross-sectional approach, they examined the applicability of aggressive tactics across different industries and countries. Their finding suggests that tactical attitudes exist at a different level and at any rate depending on the importance of the procurement activity.

With a combination of the best-applied tactics advocated by Lewicki and Stark (1996), Robinson et al. (2000) and Perdue (1992), seeks to explain the possible application of aggressive tactics when engaging in contract negotiation within a cooperative business environment.

Ghuri and Usunier (2003) suggest that the application of aggressive tactic occurs at the contracting stage where the foundation of past experience influences the pattern of one on one negotiation process. Arguably, there are five stages of the contracting process comprising of the initial offer, discussion, adjustment, preparation and negotiation phases (Ghuri and Fang 2001).

Whether or not an agreement between is satisfactory or dissatisfactory is a function of the dynamics of negotiation. In this regard, Shanley and Correa (1992) present a link between a professed agreement and the actual agreement which favors the organization. In addition to the position of Shanley and Correa (1992) Thompson (1990) argues that where there is a positive bargaining zone, the mutual agreement entered benefits the negotiators. The double concern model propounded by Pruitt and Rubin (1986) informs that personal concern and the thought about the concern for the other party to the negotiation produces a joint outcome, and therefore, adds an attractive turn to the initial ordinary linkage between aggressive negotiation strategy and the contract process. Further study by Janda and Seshadri (2001), provided an interface between efficient procurement strategy and effective supplier-buyer relationship in line with the desire for

quality service delivery added to the profit desires of individuals and group benefit. This led Sharland (2001), to argue that procedural activities such as effective planning and strategizing, degree of assistance from the sectors involved, the speed of negotiation and the involvement of senior staff provide an explanation to the variation on how relationships between buyer and suppliers build and sustain.

2.5 Theoretical Framework

The relational view as propounded by Dyer and Singh (2008), in line with the relationship approach to procurement by (Cousins 2012) became the analytical framework that is relevant for this study. To justify the relevance of this analytical or theoretical framework the opinion of Van Weele (2005) is noteworthy when he submits that the relationship approach to gain competitive advantage is significant to the act of procurement and supply chain management especially in ever-increasing and globally competitive business environment, this is because the approach helps management to build long term business relationship that is mutually beneficial to both the supplier and buyer.

2.6 Empirical Review

Atkin and. Rinehart, (2006) in their study on the effect of negotiation practices on the relationship between suppliers and customers investigated the influence of negotiation attributes such as coercion and contract formality, on the perception of customers of the business relationships on how suppliers and customers perceived the resulting business relationship. Their respondents were students in the classroom where they conducted negotiation stimulation. The students were placed in a mock supply chain situation. The respondents were studied at various stages of a progressive negotiation to ascertain their conduct while they observe the progress of the suppliers-buyer relationship. It is an empirical study based on experimentation but also shows vestiges of a policy paper that directs negotiators and procurement managers on the path to effective negotiation.

The article is based on knowledge for critical evaluation of the effect of negotiation practices on the relationship between suppliers and customers, the researcher examined several best practices of negotiation and test run the applicability of these model using students in a classroom situation. The students were placed in a mock supply chain situation. The respondents were studied at various stages of a progressive negotiation to

ascertain their conduct while they observe the progress of the suppliers-buyer relationship. The data researchers obtained from the student experiment were used to test run the hypothesis that was derived from existing literature in marketing and procurement studies. Equation modeling was used to test and analyze the hypothesis.

It provides an answer to the variables that negotiating procedures and the performance of effective procurement activities and explains the applicability of negotiation as a tool in procurement activities.

And also helps to test the validity of a theory and move the theory from one point to another; it is an experimental study that seeks to interrogate the existing practices of negotiation and its effects on customer-supplier relationships.

Using the student as respondents the study indicates that using a coercive method by negotiators in the process of negotiation negates satisfaction.

The target audience, therefore, led the authors to argue that negotiators that enter the negotiation process with a cooperative mindset do not favour the use of coercive methods during negotiation. The research is based on an existing theoretical knowledge in which the author constructed their hypothesis to test the validity of the existing arguments on negotiation especially as it relates to customer –buyer relationships.

The argument of the author was clearly stated at the abstracts which showed the subject matter of investigation, the objectives the research tends to achieve, the methodology applied to achieve the stated objectives and the finding. So the argument was clearly stated in the abstract.

The claim of the authors was certain because it was based on an empirical study, this prompted them to argue that cooperative orientation often reveals an unpredictable positive impact on the completion of the intent of the agreement between the parties involved. The contribution of this study to existing knowledge on negotiation stems from its emphasis establishing of truce between the parties to contract and seeks to support the incorporation of buyers and suppliers in a customer functioning environment within a supply chain management set up.

The generalization arrived through an empirical study they carried out, which in the opinion of the authors holds globally; they submit that the pressure from the global

competition has inspired many producers of a commodity to produce technologically driven and oriented products with higher quality and performance at a reduced price within a limited amount of time. To respond to this pressure and while maintaining quality and precision, manufacturers tend to adopt the advanced technique of negotiation for procurement. This often time places the suppliers and buyers at loggerhead with each other as they try to satisfy their aims and desire for the business.

The study is empirical; hence the evidence is based on the findings of the fieldwork since it is a generalization derived from an empirical study the authors back their claim from the data collected or observation from experimentation. The evidence can be substantiated since it is experimentation, the author carried out experimentation to measure participant perceptions of the attributes of negotiation at the relevant stage of the negotiation.

The argument that negotiators entering a negotiation with a cooperative orientation would tend to avoid the use of coercive practices during negotiation is consistent with my experience as well as with relevant literature, establishing the truce between the parties to contract and seeks to support the incorporation of buyers and suppliers in a customer functioning environment within a supply chain management set up.

But the argument that negotiators that enter the negotiation process with a cooperative mindset do not favour the use of coercive method during negotiation does not appeal to me because negotiation can go either way depending on the pattern of negotiation, the cooperative minded negotiator can become coercive when his/her interest or that of the organization they represent is being short-changed.

The author's claim that negotiation practices are an effective component of the procurement procedure is convincing because, without negotiation, procurement activities will be inefficient. The study would have made more attraction if it was based on a cross-sectional survey and rich in literature. Their methodology of the author is questionable; their choice of classroom and students who are not professional in supply chain management is a limitation to the linkage between the research and reality.

Rogers and Hossinger (2008) conducted a study on "Negotiating effective procurement contracts in MNEs" a conference presented at the 34th European International Business Academy Annual Conference International Business and the Catching-up Economies,

their attention was drawn to 'how the procurement practices of MNEs can be effectively managed in the age of globalization', they found that:

Procurement departments are nowadays compiled of an international cohort of individuals and the inherent difficulties of the (often) dynamic situational constraints between buyers and suppliers are commonly found in the negotiation stages of contracts. They suggest that culture, interpersonal attributes, tactics, and the avoidance of conflict within the contractual procedure are central to establishing more effective procurement performance, and further recommend that an approach should be taken that avoids traditional cross-country comparisons.

Mansoa and Nikas (2015) conducted an empirical study on the Effects of Post Tender Negotiation in the UK's Public Sector Procurements. They adopted the qualitative method in the data gathering and analysis. They argue that the use of Post Tender Negotiation (PTN) procedure in the United Kingdom (UK) public sector procurements is restricted to exceptional cases. They found that the proponents of the restrictions, including the European Union (EU) and the UK's Office for Government Commerce (OGC) cite ethical reasons; that the procedure could stifle competition as the actions of the buyer could be unethically tilted in favour of certain suppliers. Mansoa and Nikas (2015) further opine that the restrictions deprive public sector buyers of the benefits associated with the procedure and recommend a relaxation of the restrictions. The argument Mansoa and Nikas (2015) stem from the result that indicated there is a positive correlation between post tender negotiation for the buyer and the sellers, while the buyer uses the Post tender negotiation negotiate value for money (VFM) procurement, the supplier will adjust the bid negotiate for a deal that is within their capacity to carry out. The outcome of their reviewed literature points to the fact that observing ethical rules in the negotiation is mostly influence by cultural beliefs rather than rules set by the authorities.

In their study on "Procurement issues in Malaysia" Hui et al., (2011) explained the process of procurement in Malaysia from the data collected by interviewing 18

procurement officers and outline five basic shortcomings of the public procurement system in Malaysia as follows;

- Failure to buy the right quality in the right quantity at the right time resulting in a higher cost of acquisition.
- In-efficient and in-effective procurement process resulting in higher cycle time.
- Lack of transparency and ambiguity in the procurement process resulting in leakage and corruption. Inadequate infrastructure to support procurement including a flaw in organization and government.
- Ineffective and in-efficient vendor development and management.

Their concern was on issues like accountability, transparency, integrity, and cronyism which are areas that facilitate wastage of public funds. Their argument is lack of transparency which results into inflated cost, therefore, the focus should be on transparency instead of confidentiality, there are traces of political interference; procurement is the basis of corrupt practice at every stage beginning from the planning stage budgeting, invitation of tender, contract award, and contract acquisition.

They suggested reform as the remedy to public procurement challenges in Malaysia where the ethical standard will be laid and adhered to by public procurement officers.

2.7 Conceptual Framework

Procurement

Procurement and purchasing are used interchangeably, but there is a little difference between them, purchasing refers to the process through which goods are acquired in a manufacturing sector, while procurement is used for purchases in governmental circles (Quayle, 2000; Bowersox et al., 2002). There is greater attention to public procurement in recent times; this is influenced by the evolution of New Public Management (NPM) (Pollitt and Bouckaert, 2000) where the emphasis is laid on how to make the public sector more effective.

Public procurement is seen as the act of buying on behalf of people by their representatives using the collective fund of the people (Murray, 2009), Martin and Keith, (1997) opine that “Public procurement professionals pay more than they should for goods they buy and doing so support sub-optimal enterprise”.

Writing on the importance of public procurement, Stykes, (2007) posits that “public procurement is an important tool for strategic change” Kelman, (2005) argues that public procurement differs from private procurement, that public procurement is more systematic and involves strategic approach and complex set of rules, procedure and structure make it more difficult (Thai, 2001). Public procurement is affected by several factors which may be internal as well as external. The role of society, media, and politicians plays an important role (Pegnato, 2009).

Åsa (2012) conducted a study on "Quality in the public procurement process" that raised issues on the significance of price and non-price category for a selection of suppliers. The paper argues that 'overemphasis on price has resulted in reduced and inferior service to the customer", hence, it prescribed three ways to assess the quality of the procurement process. These three dimensions are predicated on the Key Performance Index and developing a self-assessment model for assuring quality in the procurement tender:

- A balance between price and quality
- How tenders perform their self-assessment and
- Use of external and/or external examiner

The study shows that self-assessment breeds several improvements for contractors and suppliers, thereby justifying the need for vender development in public procurement.

Negotiation

Negotiation is part of everyday activities, in our daily conversation there are elements of negotiation, in a job interview, in business deals, contracts, in marital relationship, indeed negotiation is ubiquitous, despite the ubiquity of negotiation only a few understand the aspect of negotiation that can be termed negotiation ("Principles and Tactics of Negotiation," 2007). The ability to distinguish which aspect of the conversation is a negotiation and when a negotiation has begun can determine the

success and failure in actualizing one's goals. (Principles and Tactics of Negotiation," 2007). Scholars and professionals have conceptualized negotiation severally from different perspectives;

According to Zohar (2015), negotiation is seen as finding a resolution to conflicts between people and groups and sharing resources in such a way that a win-win situation is achieved. De Dreu (2014) presented negotiation as involving the resolution of conflicts of interest between two or more parties, this resolution is achieved through persistent communication. It is an instrument for building cordial relationships between people (Stevens et al., 2018). McGuire (2004) explains that negotiation is a life skill that helps to reach a compromise in situations where there are polarized interests. Vetschera (2013) presented negotiation as a process that leads to a mutual agreement between two or more people or groups that were hitherto in disagreement.

The summary of the definitions presented above on negotiation presented negotiation as an instrument for conflict resolution and mutual agreement between conflicting groups.

Negotiation Strategy

The strategy for negotiation involves planning to respond to the two sides of negotiation that is collaboration and competition (Sollish and Semanik, 2015). This implies that a strategy will be used to address the areas of disagreement and disagreement (Sollish and Semanik, 2015). To get the benefits of the strategy, the views of the parties must be made open for each (Sollish and Semanik, 2015). a negotiator must be to determine the most acceptable results to build a solid plan.

In a business environment, several issues demand negotiation such as price, payment terms, deliverables, service levels, quality, support, warranties, risk assumption, and insurance among others (Sollish and Semanik, 2015). Indeed, negotiation strategy has to do with a tactical goal considering the options available and the provision of alternative courses of action.

Broad Theme of literature

Title	Authors
Strategic aspects of public procurement	Lyne (1996), Quayle (2000), Erridge and Murray (1998a, 1998b), Thai (2001), Erridge and McIlroy (2002), Murray (2007), Murray (2009a, 2009b), Matthews (2005)
Public-private partnerships	Essig and Batran (2005)
Public procurement partnerships	Erridge and Nondi (1994), Parker and Hartley (1997), Bovaird (2006), Lawther and Martin (2005), Erridge and Greer (2002)
Sustainable public procurement	Sanderson (1998), Li and Geiser (2005), Preuss (2009), Walker and Brammer (2009)
Public vs Private purchasing/Outsourcing practice	Murray (1999, 2001), Lian and Laing (2004), Burnes and Anastasiadis (2003), Larson (2009)
SME as suppliers in public procurement processes	Karjalainen and Kemppainen (2008)
Organizational design in public procurement (design elements: Policies (P), Organization (O) and Processes (P))	McCue and Gianakis (2001), Johnson et al. (2003), Kamann (2007)
Modeling cooperative public purchasing	McCue and Prier (2008)
Legislation	
Public procurement directives/policies	Furlong et al. (1994), Cox and Furlong (1997), Erridge et al. (1998)a Martin et al. (1999), Williams and Smellie (1985)
Non-compliance of EU tendering directives	Gelderman et al. (2006)
Regulatory, commercial and socio-economic goals	Erridge (2007)
A public procurement perspective on managing markets for competitiveness	Caldwell et al. (2005)
Corruption and public procurement	Csa'ki and Gelle'ri (2005)
Organization, innovation, and learning	
Acquisition processes	Schiele (2005a, 2005b, 2009)
Inter-organizational procurement of shared services	Murray et al. (2008)
Public procurement of public services	Bryntse (1996), Roodhooft and Van den Abbeele (2006)
Public procurement and innovation	Hommen and Rolfstam (2009)
Certification and learning in private-public projects	Prier et al. (2010), Zheng and Caldwell (2008)
e-Procurement	Vaidya et al. (2006)
Conceptual hygiene	Prier and McCue (2009), Murray (2009c)

Benchmarking	
Precisely defined and communicated Strategy, Senior management support for Procurement, Procurement as a driver for companywide saving activities, Early involvement of procurement in development projects	Frehner and Bodmer (2000)
Right key performance indices	Frehner and Bodmer (2000), Aberdeen Group (2006)
Early involvement of key suppliers in development projects, Advanced cost-cutting methods/levers	A.T. Kearney (2004)
Risk management with respect to future evolution possibilities of suppliers	A.T. Kearney (2004), Aberdeen Group (2006) and Schuh et al. (2007)
Corporate thinking and cross-functional responsibility for all expenses	Aberdeen Group (2006) and Schuh et al. (2007)
Global sourcing with respect to the total cost of ownership, Central coordination and local	Schuh et al. (2007)

2.8 Conceptual Framework

Negotiation Procedure

Effective negotiation must follow four basic procedures as explained in figure 2.1 below



Figure 2.1 negotiation procedure

Preparation and Planning: the planning and preparation stage precedes the negotiation process. At the planning stage, all parties to the negotiation set aside their own side of the discussion with the aim of gaining advantage during the negotiation. It is strategically important that the buyer prepares fully and produce an attractive negotiation plan.

Strategy and Tactics: Before any negotiation is kick-started, the negotiators must clarify the organizational needs, want, and limits. They differ from each other and clarifying the beforehand paves way for better and skillful negotiation. It provides inherent flexibility and the point where the negotiation can be discontinued.

People, Style, and Behaviors: Good negotiators have a positive vision of success; they are knowledgeable about the subject matter and control the negotiation procedures. Also, have the ability to read the mind of people. Skillful negotiators are not only aware of their own negotiation style, but understand the style of their counterpart, equipped with is knowledge; they develop a strong relationship that facilitated the actualization of their goals. Most negotiators underestimate the effect of behavioral style on negotiation. While those who understand it use it in every negotiation and often have good results

Execution: This phase can be seen as the procurement activity. It is important that both parties to the contract keep to the agreement to build trust. This will lead to easier Negotiations next time around.

Negotiation Stages

Four stages of negotiation can be identified

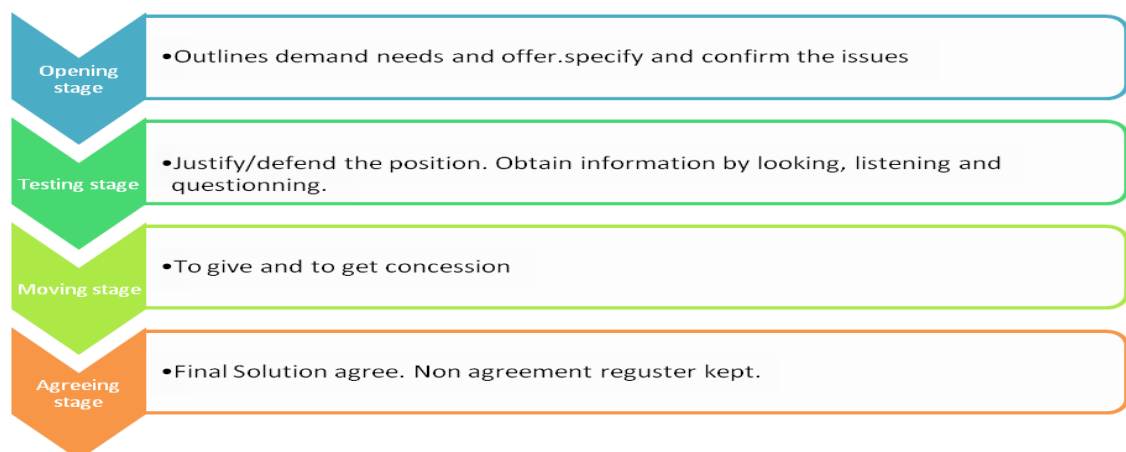


Figure 2.2; stages of negotiation

Opening stage: the opening stage is the first stage of negotiation, this is where the buyer and seller outline their opening request or offer. The request and offers may be rejected at this stage by both sides. It is important to spend time designing a conducive environment at this stage. The purchaser should be able to condition the expectation of the supplier or contractors.

Testing Stage: the testing stages the justification stage where the buyer and seller defend their proposition, this stage is characterized by interrogatory techniques and finding the weak field to justify or refute the proposition. Information is very important at this stage and this can be generated by

- a) Looking;
- b) Listening;
- c) Questioning; and
- d) Obtain knowledge that can be used later in the Negotiation.

Moving stage: The moving stage is where the real negotiation takes place, where the parties give their concession. It is important to understand the cost and value at this stage. It is necessary to consider the following:

- a) Help the discussion flow – verbal behavior;
- b) Listen for verbal signs;
- c) Look for non-verbal signs;
- d) Can be characterized by each party trying to assist each other to see if the other party can shift position without losing face;
- e) Make creative Proposals;
- f) Don't expect the Bidder/Proposer to do all the talking; and
- g) Don't be afraid to ask for the 'impossible'.

Agreeing stage; the agreeing stage is where the deal is done and the contract is entered, this is where the process of the contract will be decided and entered, and the contract sealed.

Variables

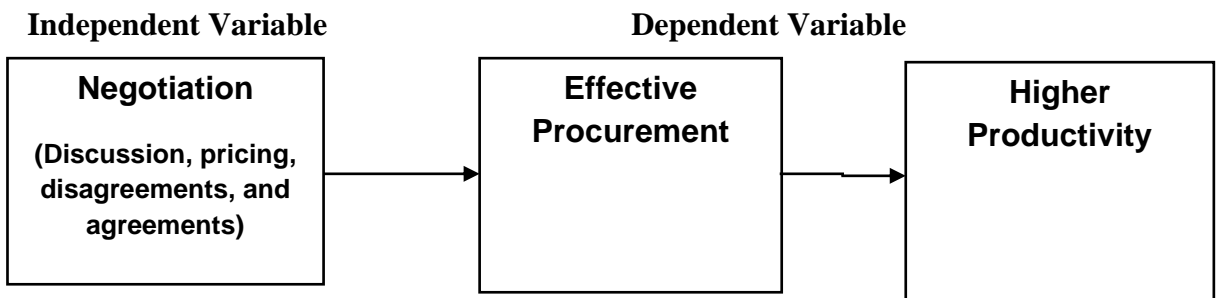


Figure 2.3 variables and their relationship

Negotiation is the independent variable, meaning that the nature and character of negotiation conditions the outcome of the procurement, meaning that where the negotiating process is ineffective the result is ineffective procurement which hampers the product base of the organization. Thus, procurement is dependent on the nature and character of negotiation.

Relationship between procurement and Organizational performance

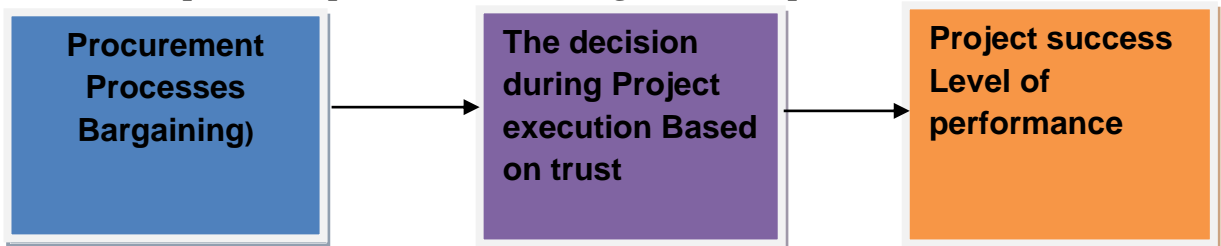


Figure 2.4; relationship between procurement and organizational performance

Procurement is sometimes linked to transaction cost economics, which is related to inter-firm exchanges with the values caused by negotiation, management, and contracting (Williamson, 1998). Since transaction costs economics provides the background for procurement, the procurement process is seen as the necessary legal requirement for the award of contract, especially in construction. Thus, outsourcing companies do not put much in developing trust in procurement conditions, because they still have to wait for the contenders that will win the contract.

In this regard, Hoezen, Voordijk, Dewulf, and Dorée (2008, p.12) discussed the emotional aspects of the competitive negotiation procedure. They found that in the case of a dynamic negotiation, both buyers and sellers have a sense of insecurity as they conform to the standard of objectivity, transparency, and indiscrimination. They conclude that trust is seldom built in a procurement situation in a normal partnership. This indicates the significance of negotiation in the procurement procedure.

3. METHODOLOGY AND RESEARCH DESIGN

3.1 Overview

Research refers to the systematic method of inquiry that uses a suitable scientific methodology in problem-solving and the development of knowledge. Research methodology has to do with systematic process of solving a research problem. It has to do with empirical observation, codification, and interpretation of the findings.

There are various methodologies that a researcher can choose from conducting his or her research. The choice of a method or research approach is dependent on several factors, like the nature of the research, the kind of questions to be answered by the research, and the resources available for the research.

This section discusses the research methodology that will be adopted for this study; it comprises the population of the study, study location, sampling technique, and sampling procedure, method of data collection, and the instrument and method of data analysis.

3.2 Research Philosophy and Approach

Every researcher is guided by philosophy in their research. Philosophy guide the researcher in choosing the paradigm to follow in the researcher process, how to collect data and the nature of data analysis. *Saunders, Lewis & Thornhill* (2007) define research philosophy as the development of research proposition, idea and nature. The proposition is considered the preliminary reasoning, yet, philosophizing individual knowledge and insight produces intellectual activity. This corresponds with the position of Hitchcock and Hughes (1989) that research emanates from assumption. This implies that different researcher has a different orientation about the nature of reality, knowledge and how to acquire knowledge (*Cohen, Manion & Morrison 2007*).

There are four basic and dominant philosophy of science that are discussed by scholars; positivism, interpretivism, pragmatism and realism

Positivism takes an objective view of the social world; it believes that the social world can be understood in an objective way independent from the researcher. This research philosophy presents the researcher as an objective researcher, whose values and prejudices are disassociated from the research study. The direct opposite of the positivist is the interpretivists philosophy.

The position of the interpretivists is that the social world can be studied subjectively, that the social world can be interpreted. The concern of interpretivism is to understand how people experience their social world. Interpretivism is based on the assumption that the researcher plays certain roles in studying the social world, the outcome of the research is based on the interpretation of the researcher.

Pragmatism argues that the research problem is the determinant of the research philosophy chosen by a researcher. Thus, the result is considered more relevant than the process (Lancaster 2005). Similarly, Alghamdi and Li (2013), suggest that pragmatism cannot be located with any philosophical system and reality, it gives researchers the liberty to choose the methods or techniques that will help them answer their research questions contained in their study. Pragmatists do not consider the world as fixed. They view the truth as a current action; it does not rely on the mind that is not subject to reality.

Realism is based on the combination of positivism and interpretivism it assumes that it is necessary to understand the subjective nature of human being (Lancaster 2005).

The research approach adopted for this research is pragmatism. The pragmatic research philosophy believes that ideas are relevant when they support a particular action. Saunders, Lewis, & Thornhill, (2012), opine that pragmatics “recognize that there are different ways of interpreting the world and conducting research that no singular view can give the real picture and that there may be multiple realities”. Pragmatism came up as a result of the need to modify the conflicting paradigms of positivism and interpretivism. This study will collect qualitative and quantitative data using a structured and unstructured interview.

3.3 Research Strategy

Research design is a structured plan used to generate data from the sampled population; it discusses the process and pattern that was adopted in the process of data collection and analysis (Kothari, & Garg, 2014). The research design provides a guide to data collection and analysis; it showcases the processes involved in the collection and analysis of data. It is a blueprint that shows how the research was conducted.

This study adopted the survey research design. The survey research refers to the process of collecting data from a group of a sampled individual by their response to a given

question (Check & Schutt, 2012, p. 160). This research approach involves various methods in selecting participants, data collection and data analysis. Survey research can adopt quantitative strategy (using structured questionnaire as the instrument of data collection and statistical analysis) or qualitative technique (using unstructured questions and interpretive analysis) or using a mixed-method (a combination of quantitative and qualitative methods), which is adopted for this research.

Singleton & Straits, (2009) argue that survey is used to explore and describe human behavior mostly social and psychological studies. The survey method has been useful in collecting data from a large group for several decades. The survey method was adopted for this study for several compelling reasons; first, it helps the researcher to collect objective data with a valid and reliable instrument, larger data can be collected through the survey method and it eases the process of data analysis.

Base on the pragmatic research philosophy that is adopted in this study, the mixed-method approach is adopted thus, quantitative and qualitative data were collected using a questionnaire and oral interview; the quantitative data collected was presented through frequency tables, while content analysis was used to analyze data from the oral interview. The information gathered were complemented by a review of relevant documents and a review of results from empirical studies undertaken elsewhere to establish a well-documented role of negotiation on procurement.

3.4 Sample and Sample Technique

A population is a large group comprising many cases of which the researcher collects a sample from. The target population means the population to which a researcher wants to generalize the results of the study. The population is made up of employees of the Federal Airport Authority of Nigeria (FAAN) comprising about 2001 employees, out of which a sample of 200 was collected. The sample size is 10% of the population, hence, a sample of 200 respondents was randomly and purposively chosen. The random sampling technique was used to reduce the risk of bias and give the population equal probabilities of being chosen. The empirical study was conducted in Lagos state, Nigeria.

3.5 Method of Data Collection

The data for this study were collected from two main sources; primary and secondary sources. The primary data was generated through the questionnaire and oral interview; the researcher structured a questionnaire based on the research questions which was administered to the respondents, also five respondents were interviewed orally to substantiate the evidence from the structured interview. The questionnaire is divided into two sections; section A focused demographic information from the respondents such as gender, occupational status, educational qualification among others. Section B is concerned with questions that seek to answer the research questions using the 5-Likert scale method. The respondents indicated whether they “Strongly Agree”, “Agree”, “Undecided”, “Disagree” or “Strongly Disagree”.

The secondary data was generated from existing literature such as books, journal articles, newspapers magazines, and internet sources. The secondary data helps to substantiate the evidence of the primary data.

To validate the research instrument, the Questionnaire was submitted to my Supervisor to scrutinize it and ensure that it is capable of eliciting information that can answer the research questions.

The questionnaire is reliable as the Cronbach’s alpha was applied to determine the reliability. Cronbach’s alpha is not a statistical test; it is a measurement of reliability. It is used to estimate the reliability or consistency of a score. It is best used to determine if the scale is reliable because of the 5-Likert questions in the questionnaire. The reliability of the research instrument is crucial because it actuates if the study fulfils its aims and hypothesis of the subject matter.

3.5.1 Access and Ethical Issues

The study observed the ethics of research conduct. The researcher seeks the approval from the study location before the research was conducted, the respondents were properly informed about the purpose of the survey and their privacy was respected and adhered to. The information generated for the research will be used for academic purposes only; this was emphasized and made known to the respondents. There was no harm of any kind that came on the respondents resulting from the survey. The respondents voluntarily directed their views or interests with no harm, the questionnaire

did not ask for the respondents' name or any identity that the respondent wishes not to disclose to the public. The respondent was assured that the information will be treated with the utmost confidence and strict conditions to make the respondent free to fill the questions. In the course of filling the questionnaire, the respondents were provided with enough time to avoid mistakes or inaccurate answers.

The consent of the respondents was sought and agreed before the interview was conducted and the respondents gave their response in good faith having understood that the information is for academic purpose only.

3.6 Approach to Data Analysis

Data analysis refers to the computation of certain measures along with searching for patterns of relationships that exist among data groups. It implies examining what has been collected in a survey or experiments and making deductions and inferences. It involves uncovering underlying structures, extracting important variables, detecting any anomalies, and testing any underlying assumptions.

The process of data analysis aims at determining whether the observations support the research questions that were formulated before going into the field to collect the information. For this study, the data collected was edited for accuracy and completeness before they were subjected to analysis. Statistical analysis was adopted to analyze the data from the field. This involves the use of a frequency table for data presentation and chi-square to test the hypothesis. The purpose is to add value to the study findings. Analysis of data will be based on data from the response from the questionnaire which was derived research objectives and questions.

CHI-SQUARE

The Chi-square (X^2) formula is given as:

$$x^2 = \sum \frac{(o-e)^2}{e}$$

Where, x^2 = Chi-square

o = Observed frequency

e = Expected frequency

\sum = Summation

DEGREE OF FREEDOM

The degree of freedom is the number of respondents ('r') observed in the sample size multiplied by the population ('c') parameters estimated from sample observations.

Thus d.o.f. = (r-1) (c-1)

Where r = Row

c=column

The level of significance is 0.05 (alpha level)

DECISION REGION

The decision region is based on the rules that if the p-value (i.e. asymptomatic value) is less than 0.05, there is a significant relationship. But if the p-value is higher than 0.05, then there is no relationship.

3.7 Conclusion

This discussed the methodology, research design and method of data collection and analysis. The chapter provides that the study is anchored on pragmatic philosophical orientation base on the mixed method. The test of hypothesis is done with inferential statistics.

4. PRESENTATION AND DISCUSSION OF THE FINDINGS

4.1 Overview

In this Chapter, we analyse the results from the Questionnaires administered, measure the variability of the on Interrogating the Effectiveness of Negotiations as a tool to achieving Procurement Objectives: A Study of the Federal Airport Authority of Nigeria (FAAN). The mean scores between the dimensions for expectation and perception are compared. As well as the test of hypotheses and findings relating to the research are discussed.

4.2 Findings

The frequency and percentage distribution of the personal background of the respondents are detailed below:

Table 4.1 Respondents Demographic Profile

Characteristic	Status	Frequency	Per cent
Sex	Male	89	46.6
	Female	102	53.4
	Total	191	100.0
Age	20-29yrs	94	49.2
	30-39yrs	59	30.9
	40-49yrs	28	14.7
	50-59yrs	10	5.2
	Total	191	100.0
Marital Status	Single	98	51.3
	Married	65	34.0
	Divorce	13	6.8
	Widowed	15	7.9
	Total	191	100.0
Educational Qualification	O' Level	28	14.7
	Diploma	31	16.2
	Degree	76	39.8
	Postgraduate degree	56	29.3
	Total	191	100.0
Occupational Status	Administrative Cadre	33	17.3
	Executive Cadre	54	28.3
	Senior Staff	39	20.4
	Junior staff	65	34.0
	Total	191	100.0

Source: Fieldwork 2020

Table 4.1 shows the demographic distribution of sampled respondents by showing the sex of the respondents as the number male was 89 representing 46.6%, while the remaining 102 respondents representing 53.4% were female. This indicates that female respondents responded more than their male counterparts. The distribution of respondents in terms of the respondents' age showed that 94 respondents representing 49.2% were within the age bracket of 20-29years, 59 respondents representing 30.9% were within the age bracket of 30-39years, 28 respondents representing 14.7% were within the age bracket of 40-49 years, while 10 respondents representing 5.2% were within the age bracket of 50years and above.

This shows, therefore, that the large number of young people that are between 20-29 and 30-39 years responded more.

The distribution of respondents based on marital status shows that 98 respondents representing 51.3% were single, 65 respondents representing 34.0% were married, 13 respondents representing 6.8% were divorced while 15 respondents representing 7.9% have separated from their marriages, and this shows that single people responded more to the questionnaire followed by respondents that are married. The distribution of respondents based on educational qualification revealed that 28 respondents representing 14.7% were O' Level, 31 respondents representing 16.2% have acquired Diploma, 76 respondents representing 39.3% have acquired Degree, and while 56 respondents representing 29.3% have attained Postgraduate degree. This shows that all the respondents have been learned.

The distribution of respondents based on work cadre revealed that 33 respondents representing 17.3% were Administrative Cadre, 54 respondents representing 28.3% were Executive Cadre, 39 respondents representing 20.4% were Senior Staff and while 65 respondents representing 34.0% were Junior staff. This shows that majority of the respondents were the junior level staff.

Table 4.2: Presents the respondents' opinion on the Effectiveness of Negotiations as a tool for achieving Procurement Objectives

S/N	ITEM	SA (%)	A (%)	U (%)	D (%)	SD (%)	TOTAL (%)
1	Negotiation in the public enterprise is hampered by time constraints	94 (49.2)	59 (30.9)	20 (10.5)	18 (9.4)	- (0)	191 (100.0)
2	Knowledge of the subject of contract aids effective negotiation	98 (51.3)	59 (30.9)	18 (9.4)	15 (7.9)	1 (0.5)	191 (100.0)
3	Negotiation requires adequate preparation to ensure effectiveness	90 (47.1)	60 (31.4)	19 (9.9)	16 (8.4)	6 (3.1)	191 (100.0)
4	Strategizing is a key factor in negotiation in public service	96 (50.3)	59 (30.9)	19 (9.9)	17 (8.9)	- (0)	191 (100.0)
5	Procurement will be ineffective without negotiation	94 (49.2)	59 (30.9)	20 (10.5)	18 (8.9)	- (0)	191 (100.0)
6	Understanding the style and behaviour of the other party leads to effective negotiation in public sector	98 (51.3)	57 (29.8)	19 (9.9)	17 (8.9)	- (0)	191 (100.0)
7	There are mounting pressure on public procurement personnel that affects the negotiation procedure	96 (50.3)	58 (30.4)	20 (10.5)	17 (8.9)	- (0)	191 (100.0)
8	Effective negotiation ensures efficiency in procurement	95 (49.7)	56 (29.3)	19 (9.9)	18 (9.4)	3 (1.6)	191 (100.0)
9	Big Supplier outsmarts negotiation in FAAN	94 (49.2)	58 (30.4)	19 (9.9)	18 (9.4)	2 (1.0)	191 (100.0)
10	Lack of proper negotiation affects has negative effect on public procurement	96 (50.3)	59 (30.9)	16 (8.4)	17 (8.9)	3 (1.6)	191 (100.0)
11	For every procurement in FAAN there must proper negotiation	94 (49.2)	57 (29.8)	19 (9.9)	17 (8.9)	4 (2.1)	191 (100.0)
12	The procurement department negotiate every purchase in the interest of the FAAN	92 (48.2)	59 (30.9)	21 (11.0)	17 (8.9)	2 (1.0)	191 (100.0)
13	Product information is a key requirement for effective negotiation	98 (51.3)	60 (31.3)	15 (7.9)	16 (8.4)	2 (1.0)	191 (100.0)
14	Procurement policy of FAAN is a major guide to negotiation	98 (51.3)	58 (30.4)	17 (8.9)	15 (7.9)	3 (1.6)	191 (100.0)

15	Political consideration is a determinant of negotiation	120 (62.8)	47 (24.6)	10 (5.2)	11 (5.8)	3 (1.6)	191 (100.0)
16	Negotiation is a key instrument for effective procurement	100 (52.4)	56 (29.3)	17 (8.9)	18 (9.4)	- (0)	191 (100.0)
17	Negotiation and procurement in FAAN is affected by corruption	926 (50.3)	58 (30.4)	20 (10.5)	17 (8.9)	- (0)	191 (100.0)
18	Negotiation skill is a key requirement for staff in the procurement department in FAAN	104 (54.5)	58 (30.4)	15 (7.9)	14 (7.3)	- (0)	191 (100.0)
19	Procurement in FAAN is efficient because of the emphasis on effective negotiation	101 (51.3)	59 (30.9)	17 (8.9)	14 (7.3)	- (0)	191 (100.0)
20	Negotiation is open and interactive for procurement in FAAN	103 (53.9)	57 (29.8)	16 (8.4)	15 (7.9)	- (0)	191 (100.0)

Source: Field survey, 2020

Responses to the Table above show that majority of the respondents with 80.1% agreed that negotiation in the public enterprise is hampered by time constraints, and a majority of 82.2% of the respondents agreed that knowledge of the subject of contract aids effective negotiation. Also, 78.5% representing the majority of the respondents believed that negotiation requires adequate preparation to ensure effectiveness, 81.2% as the majority of the respondents agreed that strategizing is a key factor in negotiation in public service, and 85.8% of the respondents agreed that procurement will be ineffective without negotiation.

Also, the table above shows that majority of the respondents with 81.1% agreed that Understanding the style and behavior of the other party leads to effective negotiation in the public sector, and the majority of 80.7% of the respondents agreed that there is mounting of pressure on public procurement personnel that affects the negotiation procedure. Also, 79% representing the majority of the respondents believed that effective negotiation ensures efficiency in procurement, 79.6% as the majority of the respondents agreed that big Supplier outsmarts negotiation in FAAN, and 81.2% of the respondents agreed that lack of proper negotiation has a negative effect on public procurement.

Similarly, the table also displayed that majority of the respondents with 79% agreed that for every procurement in FAAN there must proper negotiation, and a majority of 79.1% of the respondents agreed that the procurement department negotiates every purchase in the interest of the FAAN. Also, 82.6% representing the majority of the respondents believed that product information is a key requirement for effective negotiation, 81.7% as the majority of the respondents agreed that Procurement policy of FAAN is a major guide to negotiation, and 87.4% of the respondents agreed that political consideration is a determinant of negotiation.

Lastly, the table above shows that majority of the respondents with 81.7% agreed that Negotiation is a key instrument for effective procurement, and majority comprising of 80.7% of the respondents agreed that negotiation and procurement in FAAN are affected by corruption. Also, 84.9% representing the majority of the respondents believed that Negotiation skill is a key requirement for staff in the procurement department in FAAN, 83.8% as the majority of the respondents agreed that procurement in FAAN is efficient because of the emphasis on effective negotiation, and 83.8% of the respondents agreed that negotiation is open and interactive for procurement in FAAN.

4.2.1 Test of Hypotheses

1. More than 50% of the effective procurement in the public sector is perfected through negotiation.

Table 4.3 The Effective Procurement in the Public Sector is perfected through Negotiation

Procurement policy of FAAN is a major guide to negotiation	Effective negotiation ensures efficiency in procurement					Total
Strongly disagree	Strongly Disagree	Disagree	Undecided	Agree	Strongly agree	
	0(0.0)	0(0.0)	0(0.0)	0(0.0)	3(0.100)	3(100.0)
Disagree	0(0.0)	15(100.0)	0(0.0)	0(0.0)	0(0.0)	15(100.0)
Undecided	1(5.9)	0(0.0)	16(94.1)	0(0.0)	0(0.0)	17(100.0)
Agree	1(1.7)	0(0.0)	0(0.0)	55(94.8)	2(3.4)	58(100.0)
Strongly Agree	1(1.0)	3(3.1)	3(3.1)	1(1.0)	90(91.8)	98(100.0)
Total	3(1.6)	18(9.4)	19(9.9)	56(29.3)	95 (49.7)	191(100.0)
	X ² Value= 477.205 Df = 16 P-Value = .000					

As seen above, the chi-square value is 477.205 with the degree of freedom of 16, while the p-value is .000 which is less than the level of significance of 0.05; we reject the null hypothesis and accept the alternative hypothesis; hence we conclude that more 50% of the effective procurement in the public sector is perfected through negotiation.

2. There is a high application of negotiation in the public procurement procedure in Nigeria

Table 4.4 The Application of Negotiation in the Public Procurement procedure in Nigeria

For every procurement in FAAN, there must proper negotiation	Effective negotiation ensures efficiency in procurement					Total
Strongly disagree	Strongly Disagree	Disagree	Undecided	Agree	Strongly agree	
	0(0.0)	0(0.0)	0(0.0)	1(25.0)	4(75.0)	4(100.0)
Disagree	0(0.0)	17(100.0)	0(0.0)	0(0.0)	0(0.0)	17(100.0)
Undecided	1(5.3)	0(0.0)	18(94.7)	0(0.0)	0(0.0)	19(100.0)
Agree	1(1.8)	0(0.0)	0(0.0)	54(94.7)	2(3.5)	57(100.0)
Strongly Agree	1(1.1)	1(1.1)	1(1.1)	1(1.1)	90(91.7)	94(100.0)
Total	3(1.6)	18(9.9)	19(9.9)	56(29.3)	95(49.7)	191(100.0)
	X ² Value= 519.464 Df = 16 P-Value = .000					

As seen above, the chi-square value is 519.464 with the degree of freedom of 16, while the p-value is .000 which is less than the level of significance of 0.05; we reject the null hypothesis and accept the alternative hypothesis; hence we conclude that there is a high application of negotiation in the public procurement procedure in Nigeria.

3. Negotiation for Public Procurement requires iron gut, homework, street smarts, and unblinking discipline

Table 4.5 The Negotiation for Public Procurement requires iron gut, homework, street smarts, and unblinking discipline

Negotiation is open and interactive for procurement in FAAN	Effective negotiation ensures efficiency in procurement					Total
Disagree	Strongly Disagree	Disagree	Undecided	Agree	Strongly agree	
	0(0.0)	18(0.0)	0(0.0)	0(0.0)	0(0.0)	15(100.0)
Undecided	1(6.2)	0(0.0)	15(93.8)	0(0.0)	0(0.0)	16(100.0)
Agree	1(1.8)	0(0.0)	0(0.0)	54(94.7)	2(3.5)	57(100.0)
Strongly Agree	1(1.0)	3(2.9)	4(3.9)	2(1.9)	93(91.3)	103(100.0)
Total	3(1.6)	18(9.4)	19(9.9)	56(29.3)	95(49.7)	191(100.0)
	X ² Value= 461.319 Df = 16 P-Value = .000					

As seen above, the chi-square value is 461.319 with the degree of freedom of 16, while the p-value is .000 which is less than the level of significance of 0.05; we reject the null hypothesis and accept the alternative hypothesis; hence we conclude that negotiation for public procurement requires iron gut, homework, street smarts, and unblinking discipline. This agrees with the argument with Petros et al (2015) who suggests that Negotiation is critical to business success.

However, Negotiation requires skill because poor negotiation can cripple the organization just like losing key customers. They suggest that emotion, luck and magic do not have a place in negotiation, rather it takes iron gut, homework, street smart and unblinking discipline.

4.2.2 Oral Interview

An oral interview was conducted with the staff of the Federal Aviation Authority of Nigeria (FAAN). Due to the lockdown occasioned by the COVID-19 pandemic, the initial arrangement to conduct a face-to-face interview was modified to telephone interview conducted through zoom meetings. Several attempts to reach the staff of the organization proved abortive due to the national lockdown occasioned by the pandemic, as at the time of the survey, workers were yet to resume fully to work.

However, the Researcher was able to connect with five personnel to agree for the interview. Thus, this analysis is based on the outcome of the interview from the interview granted by these five staff of FAAN. One of the interviewees is a contractor who is a supplier of stationeries, and vehicle maintenance parts. The researcher was able to get the attention of the Assistance Chief Procurement Officer of the organization to give his views on the slated questions (see appendix 3.1). who was our first respondent for the oral interview. The categorization of the respondents is given in the table below:

Table 4.6 Semistructure Interview Respondents' Categorization

INTERVIEW CODE	OCCUPATIONAL
RESPONDENT 1	ASSISTANT CHIEF PROCUREMENT OFFICER
RESPONDENT 2	VENDOR/CONTRACTOR
RESPONDENT 3	PROCUREMENT PERSONNEL WITH CIVIL AVIATION AUTHORITY(A SUBSIDIARY OF FAAN)
RESPONDENT 4	PROCUREMENT PERSONNEL WITH FAAN
RESPONDENT 5	PROCUREMENT OFFICER IN FAAN

Respondent Code and categorization

ACPO- Assistant Chief Procurement Officer

Vendor/Contractor –V/C

Procurement Officer Subsidiary – POS

Procurement Personnel FAAN- POF1

Procurement Officer FAAN 2- POF2

4.2.2.1 On the Importance of Negotiation in Procurement

The first Respondent submits that Negotiation is central to Procurement because it helps to bring the best out of procurement in terms of quality and quantity, however, Negotiation is relative for instance you cannot negotiate for something this is known, like stationeries whose price is known, it involves open competitive bidding, there are no technicalities involved because it is a straight forward item.

The second Respondent also agreed that negotiation is important for procurement, but disagrees with the position of the first respondent that the public enterprise seldom indulges in negotiation before procurement, in her opinion, contractors do not work with their price they must negotiate, hence, negotiation helps to save cost and ensure quality.

As a contractor negotiation helps to sustain price without which the price of good and service will be downplayed, every contract is bargained in FAAN before a compromise is reached, negotiation also takes place for emergency procurement in this regards, negotiation comes after the supply when the contractor is submitting an invoice for payment, the price of the product and service are negotiated to reach the best price for Contractors and FAAN.

V/C

The second respondent is one of the vendors and Contractors to FAAN was interviewed, she supplies stationeries and vehicle servicing parts.

The third Respondent who is a staff of Federal Airport Authority of Nigeria (FAAN) works with the Procurement department. When asked about his opinion on the importance of negotiation in procurement in the public sector, he opined that negotiation is fundamental for effective procurement, it helps the organization to save cost and ensure quality procurement, and he believes that the market is open hence goods and services should be negotiated to get the best the market can provide. He submits that:

Without negotiation procurement will be based on assumption, therefore negotiation leads to effective and efficient procurement, negotiation gives the idea about the contract to the contracting parties through which the standard operating procure will be agreed upon and ensure that the contract conforms with the budget of the contracting party.

POS

He likened negotiation to courtship and marriage, negotiation helps the public organization understand the capacity of the Contractors to deliver the contract in time and with the required quality, while it helps the Contractor to understand the paying capacity or budget of the awarding company. In agreement with the first respondent, the fourth respondent is a staff of the National Civil Aviation Authority (NCAA) a subsidiary of FAAN, he is one of the opinions that are central for procurement that negotiation is a daily activity, however, the lackadaisical attitude in the public sector pervades the practice of negotiation for procurement. He agrees with the third respondent that without negotiation the best of procurement will not be realized, either of the parties will be shortchanged in terms of quality and price. But in public enterprise procurement is carried before negotiation because of several vested interests both from within the organization and supervisory agencies, this makes it difficult for open bidding which may be available to public view.

The fifth Respondent is a Procurement Officer of the FAAN in the argues that negation brings about the transparency in the procurement process, it leads to quality service delivery which brings bout Effective and Efficient procurement.

This conforms to the position of (Bajari, McMillan &Tadelis 2008), when they submit that a *buyer faces two important questions before entering into a contract with a contractor. First, what kind of specifications and payment structures should the contract offer? Second, should he award the procurement contract by using an auction or by negotiating with a potential seller?* Negotiation, therefore, helps the buyer and seller to decide the price of the commodity, the quality of service, when and how payment can be made and the term of the contract or transaction.

This reflects the position of Choi (2018) who distinguished public procurement from private procurement by arguing that in the private sector, procurement is considered as a profit Centre to maximize the firm's profit in saving material cost. However, there is a major distinction in public procurement as it draws its funds from tax revenue. Hence, unlike procurement in the private sector, governmental procurement should reflect public concerns as well as efficiency. Nevertheless, both are quite similar in many ways such as cost savings, quality assurance, supplier relationship, procurement ethics, supply market analysis, green procurement and so on. Thus, procurement in the public sector considers the interest of the public, success in such procurement endeavour comes from efficiency in service delivery rather than financial gratification. In the view of the respondent, the concern is first to serve the public interest and remedy the situation rather than focusing on negotiation.

Other studies like Thai (2008), Monczka et al. (2008) and Burt et al. (2009) have identified the characteristic distinction between public procurement in their various research works. Cohen et al. (2002), Edler and Georghiou (2007) present public procurement as a regulator of industrial research and development, while Craig (2000) discussed the social obligation of public procurement officials, and Rose-Ackerman (1999) and Soreide (2002) interrogated the etiquettes in public procurement. All these studies buttress the argument that public procurement differs from private procurement, the nature of negotiation in public procurement differ from the private, as the respondent observed, negotiation in public procurement must reflect the need for the public good rather than focusing on returns.

4.2.2.2 On if Negotiation can lead to Effective Procurement.

The second Respondent submits that:

Negotiation can lead to Effective Procurement because negotiation helps the parties to the contract to arrive at the best price and quality for the transaction. Also, negotiation shows that the transaction is conformity with due process and in line with the Nigerian Procurement Act 2007 since all Public Procurement will be subjected to external audit. Thus, transaction without proper negotiation will be considered illegal or corrupt.

V/C

The fifth Respondent agrees that negotiation can lead to Effective Procurement however, he observes that the challenges of back door contract prevents thorough negotiation, and negating the transparency needed to ensure quality and safe cost, this in his opinion makes Public Sector Procurement a problematic endeavor where most Contractors and agents provide inefficient services and substandard products leading to destruction and malfunctioning of many public infrastructures. Therefore, negotiation is needed to ensure transparency and quality goods and services by awarding contracts to the right and most qualified companies.

The first respondent also supports the argument that negotiation can lead to Effective Procurement because provides the room for discussion between the buyer and seller to discuss the nature and character of the procurement or contract, the terms and conditions which the parties will bound the transaction without the buyer and seller will know each other's capacity and ability to honor the term of the contract. He posits that

Negotiation can lead to Effective Procurement especially technical, services, works and consultancy; it is a veritable tool to get better price and quality because the essence of negotiation is to get value for money without compromising the standard.

ACPO

4.2.2.3 On if Negotiation brings the best out of Contract

The first Respondents said the question can elicit a two-way response Yes and No. Yes, because negotiation helps to bring values for money and quality. No, because it can be compromised and will negate the values for the organization, if it presents a team that is nit skillful with negotiation, they can compromise the sacred values of the organization. The knowledge and skill of the negotiating team will determine the benefit of Negotiation to Procurement.

The organization that could not meet with the expectation tend may file for litigation for being disqualified. The FAAN act provides the guide for Procurement in the organization.

The second respondent agrees that Negotiation brings out the best contract both for the Contractor and the organization because through negotiation every express aspect of the contract will be discussed on the negotiation table.

The first respondent argues that

In FAAN Negotiation is not considered in the time of emergency, rather Contractors are invited to supply the required item or product in response to the emergency, this is in line with the FAAN Procurement Act which provides that in time of emergency, efforts should be made to ensure quick response to the emergency, every order protocols are suspended. For example, the COVID-19 pandemic, Procurement of health equipment and other Personal Safety gadgets will conform to the emergency procurement procedure which goes outside the procurement plan for the year, hence, will not be negotiated.

ACPO

In the above situation, the FAAN Act provides that vendors should be contacted there will be no need for Negotiation or bidding. He submits that

Procurement in FAAN follows a procedure starting with need assessment then designing the procurement plan, then procurement budget. The need assessment documents the need of every department. The Procurement plan provides the pre-amount of the item to be purchased, while the budget provides the actual amount to be spent.

The Procurement plan is drawn from the need assessment, which is sent to the budget office, which is expected to scrutinize the procurement plan to arrive what is affordable at the moment, which then forms the budget for the years. Thereafter an advert will be placed for bidding with the bidding condition, which will guide the vendor during bidding application.

After submitting their expression of interest, which will be acknowledged by management, thereafter management will

organize open bidding for all vendors, later the procurement team will go for technical evaluation to ensure that the contractors meet the criteria and standard. The contractor that meets the criteria and standard will be recommended as eligible contractors, whenever there is an opening for the contract, they will be invited to bid whoever wins will be given the contract this is called open competitive bidding which is practiced in FAAN.

The advert placed lasts for six weeks, two weeks are used to invite contractors for the bidding, the contract execution is given a fixed time which the contractors must adhere to otherwise the contract will be cancelled.

In his view,

Negotiation is a tool and is useful for works or contracts rather known items like stationeries. Negotiation about work or health-related services in FAAN focuses on quality and price. The Procurement Act of FAAN provides that negotiation for any procurement in FAAN must focus on the benefits of the goods or services to the enterprise before any considerations.

He concludes that the negotiation procedure is an important aspect of procurement.

4.2.2.4 On whether or not Public Enterprises like FAAN involves Negotiation in every Procurement.

The first Respondent submits that negotiation is an important tool for procurement but the sake of supplier relationship management and the need to respond quickly to a particular demand base on emergency, negotiation procedures are not always used for procurement in the public enterprise like FAAN. In his view insisting on negotiation in such transaction will break the value chain. This is one of the differences between Procurement in Public and Private enterprises. Furthermore, he argues that the essentials of Procurement are to ensure that the value chain is broken, this brings about concepts like Just in Time.

The fourth Respondent opines that negotiation in the public enterprise is challenging due to the peculiarity of the sector, most Procurements in the Public corporation like FAAN are done through registered vendors with an existing price. Under such arrangement pre-contract negotiation is difficult.

4.3 Discussion

Negotiation is a veritable tool for Procurement in Public Procurement in advance countries. It will widely be used in all spheres of government to get the best from Procurement in terms of quality and price. It enables the appreciation of value in the transaction between the buyers and sellers. The findings from this study suggest that Public Procurement in Nigeria differs from Private Procurement, and because of the peculiarity of Public Sector Procurement negotiation process is often jettisoned in consideration of public good which is relative.

Negotiation helps to clarify the price, determine terms and condition, quality, execution of contract every other form of Procurement. Aside from getting the best value outcome, negotiation creates a situation where the best solution may look unclear at the beginning of the discussion. In effect, Negotiation increases competition and avoids a no-bid and one bid results. Through Negotiation, great and attractive opportunities to process contract administrative issues and discover solutions that will reduce the problem in the future, additional expenditure and funding long days (Robert & Lauren 2013).

Lastly, negotiation produces the strategy to arrive at the greater value through contractor concession or no-cost extra.

A good Negotiation improves the functions and worth of the Procurement department in an organization. The Procurement officers ought to lead the negotiating team of an organization and should be in a better position to achieve the entire goal of negotiation (Petros, et al 2015).

One of the notable achievements of negotiation is recording keeping of the savings recorded through negotiation. This record also provides evidence of the impact of negotiation in creating a valuable solution as well as helping the Public Sector to achieve a reduced and cost-cutting government (Marof 2017). Like other Procurement activities, Negotiation is a means to achieve an end (Fay 2017). The end is to achieve

the best in value solution which involves examining the threats to continuity in service delivery and the challenges of contract administration and maintenance of the right supplier relationship.

As noted by the by our respondents, negotiation must be in the benefit of the parties concern which implies that the negotiating team must ensure a win-win situation for the organization in question. The win-win kind of negotiation is one that ensures maximum utility for each party against the zero-sum negotiation which is a one-sided interest-driven negotiation. For a public enterprise like FAAN, negotiation is towards quality service delivery and cost-effectiveness while the contractor interest in on profit maximization through cost, the deal is sealed when a truce is achieved along with these divergent interests (Roger, 2012).

The outcome of a Negotiation process is the determinant of its success or not, the central point of a win-win negotiation strategy is to achieve what our first respondent classified as suppliers' relationship management, in effect both parties will be happy with the process, whereby an agreement is reached in good faith without a feeling of being short-changed (Katherine, 2017).

Negotiation is central to business success. When negotiation is neglected or unwholesome it cripples the firm like when it loses key patronage (Nyile 2015). There is nothing like emotional consideration, luck or use of voodoo in negotiation, it is a skill take are learnt. Effective and successful Negotiation requires doggedness, critical assessment, tactfulness and discipline.

One of the attributes of Negotiation is the interpersonal relationship. Kumar and Worm (2003) argue that Effective and Quality Procurement through negotiation can be arrived at when negotiator has better and quality interpersonal relationship and understands the process of the negotiation. Along with this line Money (2008) presented the significance of social networking which is based on like minds or social resemblance. This is relevant to ensure that the parties tap to the benefits of high-level creativity and unknown challenges in interaction. The argument of Money (2008) is that interpersonal relationship in negotiation is complementary, where the pronounced negotiator benefits from the unspoken negotiator who uses his or her research skills to unravel the strength and weakness of the other party.

This recommendation is important to the Procurement department to the extent that it will ensure that the team is made of different skills which will be used for different occasion. It is left with the team leader to dig deep to unravel the development process of social linkage and by assessing the historical record available in the field of social networking. Kale (2013) argues that personality traits have a tremendous impact on the negotiation process and outcome. Scholars like Alexander et al (2014) argue that age, income, education and experience alters behaviour disposition during Negotiation. however, gender differences were found to be insignificant (Pradel et al. 2016). Therefore, gender is not a determinant of Effective Negotiation.

Emotional factors were reduced as a major determinant of Effective Negotiation, (Reynolds et al. 2013). Other scholars like (Hunt and Kernan 2015), examined the affective disposition of the negotiators like feelings, moods, and argue that level of experiences and exposure, and display of emotions can influence the Process of Negotiation but cannot determine the outcome of the process. Their study suggests that Negotiations that are framed by affection rather than cognitive imply that while there is a higher level of involvement positive emotions there is a decrease of trust while points to the use application of cooperative strategy. Scholars like Conlon and Hunt (2012); suggest that affection has significant influence in Negotiation.

On the contrary, Mintu-Wimsatt (2012) argues that conciliatory predisposition, trusting nature, and risk propensity under the mediating factor of cultural context between American and Filipino industrial exporters shows that personality does not significantly influence on negotiation. Their explanation is found within the context of Third Culture theoretical argument propounded by Limaye and Victor (2011), which prompted Drake (2011) to explain that in an international context, negotiation is influenced by international diplomacy.

Arguably business Negotiation and transaction in a Public Enterprise like FAAN involves international suppliers, this explains why the Respondents opine that emotion does not have an impact on Negotiation, especially at the contracting stage.

Negotiation procedure requires an understanding of the business terrain, the nature and scope of human relationship and full knowledge of the Procurement Policy of the Organization (Volkema, 2009). This conforms to the position of the first respondent who submits that Procurement in FAAN follows a procedure starting with need

assessment to budgeting. And contract procedure follows a systematic process starting with the advert and invitation to tender which after much scrutiny will the best among the bids will be chosen and the contract will be awarded. A Procurement officer without adequate knowledge of this procedure will be ineffective for in negotiating better deals for the Organization (Kurtzberg, & Medvec, 2009). Therefore, Effective Negotiation requires knowledge and strategy. Negotiation is the only activity in business which requires a combination of persuasion, power, and pressure from the Organization as a joint force within a limited time frame, but produces a high rate of return on investment (Grande, 2010).

Global economic challenges have made Organizations pressurize Negotiators all the time. Buyer and seller are requested to reduce cost and improve efficiency. This indicates the relevance of Negotiation to Procurement (Grande (2010).

Negotiation is a skill achieved through constant training and experiences which appeals to suppliers and contractors. There are several techniques for effective negotiation some of them rely on the personality and disposition of the negotiator Grande (2010), Provide the following technique as the guidelines for Effective Negotiation:

1. Observe etiquette: the buyer-seller relationship must be built on the principle of trust and fairness, therefore just bidding should be observed.
2. Wait for authorization before implementing the outcome of the negotiation; be mindful of the advantage of a good attitude.
3. Outline the duties of all purchasing staff: Do not allow junior staff to negotiate sensitive deals without involving senior and experienced staff.
4. Do not be moved when suppliers say they are being negotiated to a loss, it is a ploy to gain grounds, that why emotional considerations are far from negotiation.
5. Officers responsible for the Procurement of highly technical equipment should get support from the technical department. This will help to know the quality and price of the products, which is strategic to the negotiating procedure.

6. Avoiding divulging information such as price and specification from one contractor to another. But endeavour to use information carefully to improve your biddings.
7. It is better to negotiate on a round table than a phone call or correspondence, it helps you to read the body language and response of the other parties or which has a lot of information.
8. Take minutes at all the meetings; share the records to all participants to ensure agreement.
9. A confirmation of the agreement made at the meeting should be sent by the parties involved.
10. Do not neglect long term consideration for short term benefits.
11. Avoid sending out wrong information at any moment. But keeping hold of information is a good strategy. Also, ensure that contractors are not left with a false impression to avoid misrepresentation.

4.4 Conclusion

The centrality of Public Procurement was captured by Flynn and Davis (2014) when they argue that public procurement is central to public service delivery, as an important segment in public administration; therefore, Negotiation is fundamental to achieving the purpose of public procurement. An Effective Negotiation must lead to an agreement between the parties involved, whether or not the business was consummated, the bottom line is a peaceful agreement and resolution which brokered by the parties to the transaction. Along this line, Shanley and Correa (2012) the thrust of every stated or latent agreement are to benefit the firms concerned. This was further supported by Thompson (2010) who suggests that in a healthy bargaining environment, negotiation benefits from the collective agreement. Janda and Seshadri (2011), provided a linkage between Effective Procurement strategy and their results to the efficient buyer-seller relationship as well as conformity with the desired quality of product and services.

Sharland (2011), described technical concepts like preparation, the extent of departmental support, swift negotiation and involvement of Top Managers as the explanations to how to develop an effective buyer-seller relationship.

This Chapter has provided an analysis of data from the field study, through the two instruments. Firstly, from the Structured Questionnaire, and the test of hypotheses, then followed by the outcome of the semi-structured interview. The results of the analysis were subjected to existing literature to determine its agreement with body knowledge. Also, the Chapter checked if the result of the Study answered the Research Questions proposed in Chapter one of this Study and it was found that the Study answered the Research Questions Effectively.

The result from the Study indicates that there is a significant relationship between Negotiation and Procurement, that skill emotion does not determine Effective Negotiation rather discipline, iron guts, good knowledge of the product and Procurement policy of the Organization is a basic technique for Effective Negotiation.

5. CONCLUDING THOUGHTS ON THE CONTRIBUTION OF THIS RESEARCH, ITS LIMITATION AND SUGGESTIONS FOR FURTHER RESEARCH

This chapter provides the conclusion to the study, it comprises of summary of the research which is an overview of the entire study from chapter one to chapter four, the challenges and limitation of the study, thereafter, the conclusion is drawn from the study and recommendation for further research and policy implementations.

5.1 Implications of Findings for the Research Questions

The implication of the finding from this study indicate that Negotiation is influenced by several factors like the skill of the Procurement Officers because Suppliers and Contractors tend to outsmart Public Procurement Officials, hence, the skill and knowledge of the Procurement Officers will determine the direction of the Negotiation. Because the Study found that Negotiation requires Skills and Discipline.

Also, the Study found that Understanding the Style and Behaviour of the other party leads to Effective Negotiation in the Public Sector, and there is mounting pressure on Public Procurement personnel that affects the negotiation procedure in the Public Sectors, these pressure comes in form of political interest or desire for quality and reduces cost from the Public.

It was found that Negotiation is a Veritable tool for Procurement in the Public Sector because Negotiation helps to determine Quality and Price; however, in the time of emergency like the current COVID-19 Pandemic, Public Procurement officers are influenced for quick intervention to help Humanity, hence, Negotiation Procedures may not be followed; vendors may just be called to supply the equipment or render the needed service.

Also, the Study observes that there is a procedure for Procurement in every Public Enterprise in Nigeria which must be in line with the Public Procurement Act 2007. The general practice is that Procurement procedure starts with need analysis, to budgeting and that bidding is done openly, where the Best and most attractive bid wins. The results from the field study justify that Negotiation is applied in Public Procurement and activities unless there is an emergency. It can be inferred from the survey conducted that Negotiation is a key instrument for Effective Procurement, however, Negotiation

and Procurement in the Public Sector in Nigeria is affected by responding to emergency and provide an immediate remedy.

The Study found that Negotiation requires skill, knowledge of the product and understanding of the capacity of the other party. As a key and determinant of Effective Procurement, poor Negotiation is inimical to procurement, as if losing a major. The Respondents suggest that there is no place for luck, emotions, and mystical powers in Negotiation, rather they suggest that emotion, luck and magic do not have a place in negotiation, rather it takes determination, background analysis, and intelligence to Negotiate Effectively.

Evidence from the structured interview conducted shows that every Procurement in FAAN is preceded by proper Negotiation, this was contrasted by the semi-structured interview where some of the Respondents argue that not all Procurement in FAAN goes through the Negotiation table, that when there are emergency vendors are contacted to supply products needed to respond the Emergency which would have been delayed by negotiation.

Also, the Survey reveals that knowledge of the product is a key to Effective Negotiation; this is so because Negotiation is for Quality and Price; this agrees with the response from the un semi-structured interview, where the Respondents suggest that Negotiation helps to determine price and quality of products and services. Therefore, a good knowledge of the product will help the Procurement Officer determine the quality of each price and ensure that they correspond. It was equally found from the survey that, the Procurement Policy of FAAN is a major guide to Negotiation, and political consideration is a determinant of negotiation, this agrees with the semi-structured interview where one of the respondents argues that the Procurement Act of FAAN provides the guide to Procurement in the Organization, while another argues that Negotiation process in the FAAN is affected by political patronage.

5.2 Contributions and Limitations of the Research

The outcome of this Study is of great benefit to Public Enterprises and Managers. The study unravels the benefits of Negotiation on Effective Procurement. The function of negotiation on procurement cannot be overemphasized; it helps the Public Organization to purchase goods at a cheaper price and good quality without compromise.

The study argues that negotiation is significant to procurement, Negotiation helps Procurement Officers understand the nature of the product and its workability, also negotiation leads to Effective and Efficient procurement, without negotiation, goods, and services will be on a high side making the cost of production to skyrocket. Several challenges are confronting the negotiator in procurement.

However, Procurement Officer is more concerned about the effect that their negotiation skill brings to procurement, this pushes for continued implementation of negotiation in procurement. The Procurement department should be made up of people who understand the linkage between negotiations and procurement this helps to understand the central position of negotiation on procurement.

This Empirical study was conducted during the lockdown period in Nigeria, where the Airports were closed and movement was restricted and workers scarcely went to work. It was challenging getting across to interviewees, and those contacted were unwilling to grant the interview, others were not ready to spend time on the internet through the Zoom platform because of the cost of data used, while some were not conversant with the Zoom App. This delayed the interview process which limited the interview to five Respondents.

Also submitting the questionnaires and getting a response from the Respondents was challenging, since there was a restriction on movement into the Airport then, the Researcher had to send the questionnaire in through Office Assistants FAAN Staff in the Procurement Department and returned after two working days to retrieve the filled and responded questionnaire.

5.3 Recommendations for Practice

Base on the result from the field Survey, this Study makes the following recommendation:

- The management of FAAN through the Ministry of transport should ensure that knowledge and antecedence of Effective Negotiation skills are major considerations in recruitment into the Procurement Department of FAAN.
- It was observed that most Public Enterprise in Nigeria seldom negotiate for procurement; therefore, this Study recommends that Negotiation process should

precede all Procurements in Public enterprise like FAAN. The Government and Policy makers should enact enabling laws that will make Negotiation compulsory practice in Procurement.

- There should be periodic training on Negotiation for the Staff of the Procurement Department. This would enable the staff to develop the skill, and iron guts required for Effective Negotiation which will lead to Efficient Procurement.

5.4 Recommendations for Future Research

Future Researchers may need to add Focused Group Discussion to enable a detailed assessment of the negotiation and Procurement procedures in the Public Service. The group should be drawn from Procurement Officers from different agencies, again comparative Study of different Agencies will help the future Researcher to determine the functionality of negotiation in procurement especially in the Public Sector.

A pilot Study should have been conducted to isolate the variables that determine Good and Effective Negotiation; this will now serve as the basis for the Focus Group Discussion. Therefore, future Researchers should adopt this approach.

5.5 Final Conclusion and Reflections

This Study is divided into Five Chapters, chapter one is the introduction which comprises of the Overview of the Study, Statement of the problem, Research Objectives and Questions.

The chapter argues that Procurement is critical to developing Competitive advantage for any business while Negotiation is the backbone of Procurement it ensures that procurement is done in the interest of the Organization's concern. The Chapter further submits that Negotiation stage of the contract process remain one of the most difficult and challenging but active linkage between suppliers and purchasers of goods and services.

In chapter two the Study reviewed the relevant literatures and it was found that the link between Negotiation and Procurement have occupied the attention of scholars, however, most of the literature focused on the Private Sector, hence, Study seeks to understand the practice of Negotiation in Public Procurement. Also the theoretical framework of

analysis for the Study was adopted in this Chapter as The relational view as propounded by Dyer and Singh in collaboration with the relationship approach to Procurement by Cousins was adopted as theoretical framework this was justified by the opinion of Van Weele (2005) who argues that the relationship approach to gain competitive advantage is significant to the act of Procurement and Supply chain Management especially in ever-increasing and globally competitive business environment. This is because the approach helps management to build long term business relationship that is mutually beneficial to both the supplier and buyer. This view was further illustrated by one of our respondents who submits that relationship management is a sine-qua non in public procurement.

Chapter three discussed the Research Methodology, the Chapter detailed that the Pragmatic approach was adopted for the study, hence the mixture of the Qualitative and Quantitative methods was used for the Data Collection and Analysis. Thus, Structure and Semi-structure interviews were conducted using questionnaire and oral interview respectively. Pragmatism argues that the research problem is the determinant of the research philosophy chosen by a researcher. Thus, the Result is considered more relevant than the process. The Research approach was adopted because of the nature of the subject under investigation which has to deal with human relations, interaction between the buyer and sellers of goods and services. A mixture of the Qualitative and Qualitative will ensure that where one approach is deficient the other will cover up.

The concern of chapter four is Data Presentation, analysis and discussion of findings, first the data from the structured interview were presented in a frequency table, and the hypotheses were tested using chi-square, it was found that there is a significant relationship between negotiation and procurement. The Chapter found that Negotiation requires skill because poor negotiation can cripple the Organization just like losing key customers. Emotion, luck and magic do not have a place in negotiation; rather it takes iron gut, homework, street smart and unblinking discipline. This corresponds with the result from the semi-structured interview, where the Respondents stated that negotiation in procurement focuses on quality and price, also procurement in public enterprise differs from that of the Private Sector, because the concern of the Public Sector is to render services, therefore, negotiation is neglected in the time of emergency. The findings were shown to be in tandem with existing literature.

Chapter five is the Conclusion and Recommendations, which comprises the summary of finding, conclusion from the study and recommendations for policy and further studies. Indeed, the Study has shown that negotiation is fundamental to Effective Procurement.

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APPENDICES

Appendix A – QUESTIONNAIRE FOR INTERVIEW

SECTION A

1. Sex: Male () Female ()
2. Age: 20-29yrs () 30-39yrs () 40-49yrs () 50-59yrs ()
3. Marital Status: Single () Married () Divorce () Widowed ()
4. Highest Educational Qualification: O' Level () Diploma () Degree ()
Postgraduate degree ()
5. Occupation Status: Administrative Cadre () Executive Cadre () Senior Staff
() Junior staff ()

SECTION B

For the following statement, please tick the column that best correspond to your level of agreement with each element.

SA = Strongly Agree

A= Agree

U= Undecided

D= Disagree

SD= Strongly Disagree

S/N	Statement	SA	A	U	D	SD
		1	2	3	4	5
1.	Negotiation in public enterprise is hampered by time constraints					
2.	There are mounting pressure on public procurement personnel that affects the negotiation procedure					
3.	Big Supplier outsmarts negotiation in FAAN					
4	Lack of proper negotiation affects has negative effect on public procurement					
5.	For every procurement in FAAN there must proper negotiation					
6.	The procurement department negotiate every purchase in the interest of the FAAN					
7.	Product information is a key requirement for effective negotiation					
8	Procurement policy of FAAN is a major guide to negotiation					
9.	Political consideration is a determinant of negotiation					
10.	Negotiation is a key instrument for effective procurement					

Appendix B – Low risk project

Section A: Applicant Details

PROJECT TITLE:	Interrogating the Effectiveness of Negotiations as a tool to achieving Procurement Objectives; A Study of the Federal Airport Authority of Nigeria.
APPLICANT NAME:	PAMELA OKOHUE
SCHOOL/UNIT:	Griffith College Dublin/Graduate Business School
APPLICANT EMAIL:	pamelaokohue@gmail.com
<i>If a student applicant, please provide the following additional information:</i>	
Programme of Study:	Masters in International Procurement & Supply chain Management
Supervisor Name:	Dr. Paul Davis
Supervisor Email:	Paul.davis@griffith.ie

Section B: Questions

1. Notification Review is reserved for low-risk social studies that fall under the following classifications. Please indicate your project type below:	
Please mark as appropriate:	
<input checked="" type="checkbox"/>	Anonymous Survey (the topic will not elicit significant difficulties for participants)
<input type="checkbox"/>	Observation (without audio or visual recording) of a public setting
<input checked="" type="checkbox"/>	Questioning participants regarding their opinions on products or services
<input type="checkbox"/>	Questioning student about standard educational practices
<input type="checkbox"/>	Study will monitor the impact of participants' daily activities
<input type="checkbox"/>	Questioning public figures/professionals in their professional capacity regarding their professional activities
<input type="checkbox"/>	Analysis of existing anonymised data which has been provided to the researcher by a third party
<input type="checkbox"/>	Collection of biological samples which are anonymised and do not require invasive techniques (e.g. hair, nails).
<input type="checkbox"/>	Other <i>Please explain:</i>
2. Please provide a justification for why your study is considered to be low-risk? The Study does not have direct effect on the respondents. There is no health or environmental hazard directly or indirectly emanating from the study.	
3. Please describe how your participants will be recruited? Participants are employees from the study area, they are recruited through persuasion	

and their participation is voluntary.

4. Informing your participants – Plain Language Statement

*A Plain Language Statement (PLS) should be used in all cases. This is written information in plain language that you will be providing to participants, outlining the nature of their involvement in the project and inviting their participation. The PLS should specifically describe what will be expected of participants, the risks and inconveniences for them, and other information relevant to their involvement. Please note that the language used must reflect the participant age group and corresponding comprehension level – if your participants have different comprehension levels (e.g. both adults and children) then separate forms should be prepared for each group. The PLS can be embedded in an email to which an online survey is attached, or handed/posted to individuals in advance of their consent being sought. **A copy of the PLS should be attached to this application.** See link to sample templates on the website: http://www4.dcu.ie/research/research_ethics/rec_forms.shtml*

Please confirm whether the following issues have been addressed in your plain language statement for participants:

	YES or NO
Introductory Statement (PI and researcher names, school, title of the research)	YES
What is this research about?	YES
Why is this research being conducted?	YES
What will happen if the person decides to participate in the research study?	YES
How will their privacy be protected?	YES
How will the data be used and subsequently disposed of?	YES
What are the legal limitations to data confidentiality?	YES
What are the benefits of taking part in the research study (if any)?	YES
What are the risks of taking part in the research study?	YES
Confirmation that participants can change their mind at any stage and withdraw from the study	YES
How will participants find out what happens with the project?	YES
Contact details for further information (including REC contact details)	NO

If any of these issues are marked NO, please justify their exclusion:

I do not have the contact details for further information.

5. Capturing consent – Informed Consent Form

*In most cases where interviews or focus groups are taking place, an Informed Consent Form is required. This is an important document requiring participants to indicate their consent to participate in the study, and give their signature. If your participants are minors (under 18), it is best practice to provide them with an assent form, while their parents/guardians will be given the Informed Consent Form. In cases where an anonymous questionnaire is being used, it is enough to include a tick box in the questionnaire (underneath the information section for participant), where the participant can indicate their consent. See link to sample templates on the website: http://www4.dcu.ie/research/research_ethics/rec_forms.shtml. **A copy of the Informed Consent Form should be attached to this application.***

Note – IF AN INFORMED CONSENT FORM IS NOT BEING USED, THE REASON FOR THIS MUST BE JUSTIFIED HERE:

Important Notes:

- **Please ensure you attach any additional relevant documentation to your application:** E.G. copy of Survey/Questionnaire, copy of Interview/Focus Group schedule, copy of permission/approval from external sources (i.e. approval to access individuals in an organisation, school, community group)
- **The application should consist of one electronic file only.** The completed application must incorporate the plain language statement, informed consent form and all supplementary documentation
- **All sections of the application form must be answered.** The completed application must be proofread and spellchecked before submission to Research Ethics Committee
- **Your application must be submitted on Turnitin by week 9 as separate submission.** Student applicants must e-mail their supervisor on that– this applies to *all* student applicants (masters and postgraduate). **The form should be approved and signed by the supervisor in advance of submission to Griffith's ethics committee.**

Applications which do not adhere to these requirements will not be accepted for review and will be returned directly to the applicant. The administrator to the Research Ethics Committee will assess, on receiving such notification, whether the information provided is adequate.

Please note: Project supervisors have the primary responsibility to ensure that students do not take on research that could expose them and the participants to significant risk, such as might arise, for example, in interviewing members of vulnerable groups such as young children. In general, please refer to the Research Ethics Guidelines (REC) for

further guidance on what research procedures or circumstances might make a higher level of ethical approval necessary.

DECLARATION BY PRINCIPAL INVESTIGATOR(S)

In the case of student applicants, the Principal Investigator is their supervisor.

The information contained herein is, to the best of my knowledge and belief, accurate. I have read the University's current research ethics guidelines, and accept responsibility for the conduct of the procedures set out in the attached application in accordance with the form guidelines, the REC guidelines, the Colleges policy on Conflict of Interest, Code of Good Research Practice and any other condition laid down by the Griffith College Research Ethics Committee. I have attempted to identify all risks related to the research that may arise in conducting this research and acknowledge my obligations and the rights of the participants.

If there exists any affiliation or financial interest for researcher(s) in this research or its outcomes or any other circumstances which might represent a perceived, potential or actual conflict of interest this should be declared in accordance with Griffith College policy on Conflicts of Interest.

I and my co-investigators or supporting staff have the appropriate qualifications, experience and facilities to conduct the research set out in the attached application and to deal with any emergencies and contingencies related to the research that may arise.

Electronic Signature(s):

Principal investigator(s): Dr. Paul Davis

Print Name(s) here: Paul Davis

Date: 27th August, 2020

I. Introduction to the Research Study

- A study of Interrogating the Effectiveness of Negotiations as a tool to achieving Procurement Objectives: A Study of the Federal Airport Authority of Nigeria (FAAN).
- The research is being conducted by MSc student from Griffith college Dublin studying MSc in Procurement and Supply Chain Management.
- The research main objective of this study is to examine the applicability of negotiation in procurement in Federal Airport Authority of Nigeria.

II. Details of what involvement in the Research Study will require

- The interview will not exceed a maximum of two hours.
- The participants should have experience related to the research topic.
- The Research will be conducted by the staff of the FAAN.

III. Potential risks to participants from involvement in the Research Study (if greater than that encountered in everyday life)

- There would be no risk arising from this research.
- The privacy of each participant will be strictly protected under the law.

IV. Benefits (direct or indirect) to participants from involvement in the Research Study

- There is no material benefit that will accrue to the respondents for time and energy invested in this research, rather they will be adequately acknowledged as a group for being part of this research study.

V. Advice as to arrangements to be made to protect confidentiality of data, including that confidentiality of information provided is subject to legal limitations

- The information provided by the FAAN will be kept confidential and used for academic purpose only.
- While referring to the data the identity of the participants will be kept anonymous for their protection.

VI. Advice as to whether or not data is to be destroyed after a minimum period

- The data collected for this research will be kept in secure location and will be destroyed after 31st December, 2020.

VII. Statement that involvement in the Research Study is voluntary

The participant would be contributing to collect data for the research and provide his/her opinions for the study purpose.

- The involvement of the participant in this research study is voluntary and may withdraw from research study at any point.

VIII. Any other relevant information

- N/A

A Plain Language Statement should end with the following statement:

If participants have concerns about this study and wish to contact an independent person.

Please contact: ***Pamela Okohue***

13 Carna Road,

Ballyfermot, Dublin 10, Ireland

Mail: Pamelaokohue@student.griffith.ie

Tel: +353 892004733

Appendix C – Learner Guidelines on Research Ethics



Griffith College Ethics Committee Guiding Principles

Part 1

Researchers in Griffith College are committed to adhering to the highest ethical standards. These ethical standards include the principles of informed consent, the right to withdraw from research, data protection, and respect for human rights and equality as well as sensitivity to issues arising from inequalities of power. It also recognises that there are particular ethical issues in research involving children, young people and vulnerable adults and that such research involves particular attention. Vulnerable populations may include, for example, children, people with a learning disability, prisoners, and those in a subordinate position to the researchers.

The purpose of Griffith College's Ethics Committee (GCERC) is to review research projects before they commence in order to assess their ethical implications and to provide guidance, support and approval to researchers on ethical issues.

Our obligation to research participants includes an obligation to explain, in accessible terms, what the research is about, who is undertaking it, funding it (if applicable) and why it is being undertaken. The creation of a Research Ethics Approval Form (see part 1 below) requires postgraduate learners (in conjunction with their supervisor) and staff engaged in research involving humans to consider the ethical implications of their research proposal and to create and include an information sheet as part of their application for ethics approval.

Consent is a fundamental research principle and this Research Ethics policy proposes that it should be documented and explicit. All consent forms should be clear and easy to understand and should explain to participants what is involved in the research (including any identifiable risks). Participants should be made aware in a consent form that participation is voluntary, that they can withdraw at any time and without subsequent effect to them. It is important that no pressure should be exerted on participants and/ or that no unreasonable inducement be offered in order to gain consent. Participants should either be assured of confidentiality or advised on the limits of confidentiality i.e. participants should be aware that confidentiality of information provided can only be protected within the limitations of the law (depending on the nature of the research proposal, these limitations may need to be stated). In the case of unobtrusive observational or covert research, care should be taken to ensure that the research is justified and that the benefit of undertaking the research outweighs the risk (such as invasion of privacy).

It is important also to recognise that all researchers must be appropriately qualified and have sufficient experience to lead or conduct the research. In the case of student researchers, faculties must ensure that adequate training has been given.

LEARNER GUIDELINES ON RESEARCH ETHICS

Part 2

1. The purpose of the ethical review process is to offer advice, support and guidance on ethically appropriate research and as such the process should be viewed as a support to good research practice.
2. All postgraduate research projects proposing to do academic research involving humans are required to seek ethical approval from Griffith College's Ethics Committee.
3. The process of gaining ethical approval begins by first completing Griffith College's Ethics Approval Form which is contained in part 2 of this document. The form itself and its implications for your research should be considered by you and then discussed with your supervisor.
4. It is important that you consult widely with your supervisor before you submit the Ethics Approval Form.
5. The completed application should be proofread and spellchecked before submission by you to the GCEC. It should also be signed by your supervisor before submission.
6. No data collection should be carried out on your project until you have received written approval from the GCEC.
7. The application form must be completed in full, and submitted due date. Late submissions will result in a delay in applications being processed.
8. Applicants should provide submit a signed and scanned copies of the form via Moodle, in the Dissertation course.
9. Incomplete Research Ethics Approval Forms will not be accepted and will be returned. This will result in a delay in processing your application.
10. Griffith College Ethics Committee convenes approximately 4 times a year or more frequently if the need arises. The Committee is comprised of the Head of Teaching and Learning, the Head of the Research Committee, Head of Library Services, and Research Supervisor.
11. The GCEC will endeavour to process applications as quickly as possible. Please note that if a project is judged to be of particular risk, the GCEC may forward your proposal to the College EC for advice and guidance.
12. The GCEC is not concerned with methodological issues but may choose to comment on them in so far as they have ethical implications.
13. If your application is successful, your Supervisor will receive written notification and you can commence data collection and proceed with your project.
14. If your application receives comment and suggestions for ethical improvement, it is important that you incorporate these into your research process.
15. Any departure from the approved submission or the submission that receives recommendations must be discussed with the Research Supervisor and may require additional ethical approval.
16. The Research Supervisor will receive written notification of approval/ recommendations and you can then commence data collection and proceed with your project.
17. If your application is unsuccessful, your Research Supervisor will receive written feedback explaining the decision and advising on the next course of action. You will be invited to reconsider your application in light of this feedback.

Appendix D: Code Book/Data Analysis

The survey conducted and analyzed with coding, the finding generated from the analysis is stated below;

Finding and concepts	Colour	Quote from Interview
<p>Finding #1</p> <p>Negotiation is a Veritable tool for Procurement in the Public Sector</p>	BLUE	<p><i>Negotiation is a tool and is useful for works or contracts rather known items like stationeries. Negotiation about work or health-related services in FAAN focuses on quality and price. The Procurement Act of FAAN provides that negotiation for any procurement in FAAN must focus on the benefits of the goods or services to the enterprise before any considerations.</i></p> <p>ACPO</p>
		<p><i>As a contractor negotiation helps to sustain price without which the price of good and service will be downplayed, every contract is bargained in FAAN before a compromise is reached, negotiation also takes place for emergency procurement in this regards, negotiation comes after the supply when the contractor is submitting an invoice for payment, the price of the product and service are negotiated to reach the best price for Contractors and FAAN.</i></p> <p>C/V</p>
<p>Finding #2</p> <p>There is a procedure for Procurement in every Public Enterprise in Nigeria which must be in line with the Public Procurement Act 2007</p>	RED	<p>ACPO</p> <p><i>Procurement in FAAN follows a procedure starting with need assessment then designing the procurement plan, then procurement budget. The need assessment documents the need of every department. The Procurement plan provides the pre-amount of the item to be purchased, while the budget provides the actual amount to be spent.</i></p>

<p>Finding #3</p> <p>Negotiation requires skill, knowledge of the product and understanding of the capacity of the other party. As a key and determinant of Effective Procurement, poor negotiation is inimical to procurement, as if losing a major.</p>	<p>Purple</p>	<p>Negotiation for public procurement requires iron gut, homework, street smarts, and unblinking discipline. Field Survey 2020</p>
<p>Finding #4</p> <p>In time of emergency negotiation procure is not followed in public enterprise</p>	<p>Green</p>	<p><i>In FAAN Negotiation is not considered in the time of emergency, rather Contractors are invited to supply the required item or product in response to the emergency, this is in line with the FAAN Procurement Act which provides that in time of emergency, efforts should be made to ensure quick response to the emergency, every order protocols are suspended. For example, the COVID-19 pandemic, Procurement of health equipment and other Personal Safety gadgets will conform to the emergency procurement procedure which goes outside the procurement plan for the year, hence, will not be negotiated.</i></p> <p>ACPO</p>